

# esm

magazine

January 2002



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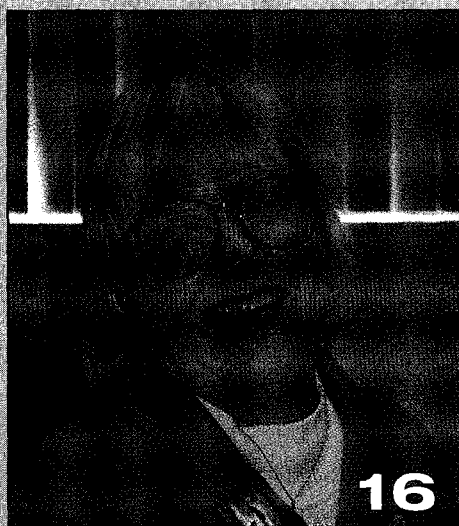
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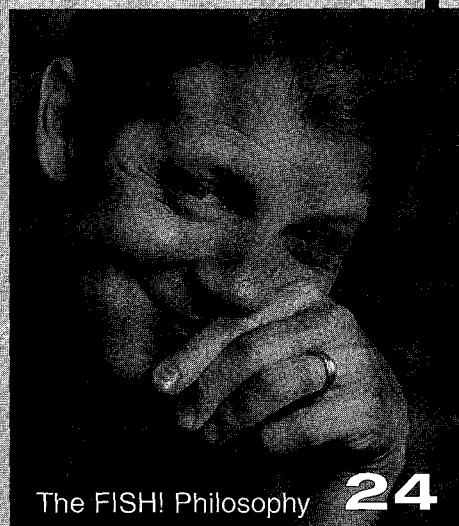
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ESM Association's 61st Annual Conference & Exhibit promises friendly faces, idea sharing amongst peers and innovative techniques for helping employees and yourself strike a balance between work and life.





## Back to the basics

Employees seek programs that give them a sense of worth

Over the last few years, employee services providers have stepped into the work/life arena by promoting employee services as outlets for balancing work and personal life. Their efforts assist parents in finding childcare and provide over-extended employees with concierge services to run errands. In 2002, more employees will have the desire to get back to the basics and enjoy work/life activities that unite family, peers and the community. Even employee services providers will make time to participate in activities that place an importance on these core values.

In "Future Perspective," page 16, Employee Services Management (ESM) Association's 2002 President Cindy Jameson, CESM, discusses job hunters' plans to seek out companies offering employee services benefits to them and their families. As director of human resources at Time Warner Cable, Clearwater, FL, Jameson understands the need to implement programs that give employees a sense of purpose. She centers Time Warner's employee programs around community service by providing opportunities for employees to mingle and make a difference in people's lives.

In this month's cover story, "Creating the Perfect Job," page 10, ESM Association member Donna Leach describes her quest to get paid to do what she loves. Beginning in an administrative position at Ericsson, Inc., Plano, TX, Leach worked her way into a full-time employee services position by spending free time volunteering in the employee services field. As president of both the Ericsson Activities Committee and the ESM Association North Texas Chapter, Leach trained herself to implement programs that make employees feel good about work.

Even employee services providers need work/life balance. May 19-23, 2002, conference attendees will escape to San Diego, CA, to unwind and renew their spirits at ESM Association's 61st Annual Conference & Exhibit. ESM Association members are a lively group of friendly professionals who are passionate about their work. Newcomers immediately feel welcome to share ideas and ask for advice during an event filled with inspiring wisdom and how-to techniques. "The Conference Experience," page 24, outlines this year's conference speakers and the wealth of information available to attendees.

If you're looking to jump-start a work/life initiative at your company, try offering an onsite dry-cleaning/laundry service. In "Convenient Pick-Me-Up," page 29, columnist Michael Scott teaches readers how to choose a vendor and negotiate a contract to extend this time-saving service to employees at no cost to the company.

This year, expect employees and management to take work/life balance seriously. As you plan your 2002 program schedule, be sure to keep your employees' work/life needs in mind and implement programs that include family, the community and relief from stress in the year ahead.

Renee M. Mula  
Editor

reneemula@esmassn.org

### Publisher

PATRICK B. STINSON

### Director of Communications

CYNTHIA M. HELSON

### Editor

RENEE M. MULA

### Editorial Assistant

CHRISTINA HIGBY

### Designer

DALE A. DODSON

### Advertising Sales Offices

CHARLES BASHIAN

33610 Solon Rd., Solon, OH 44139

(800) 335-7500, (440) 349-3353

Fax (440) 349-3447

E-Mail: chuckb@bashian.com

ALISON BASHIAN-VICTOROFF

5070 Boulder Creek Dr.

Solon, OH 44139

(877) 498-9293

Fax (877) 498-9298

E-Mail: abvsales@aol.com

ROBERT H. KRUEHM

Box 234, Fulton, MD 20759

(301) 924-4473

Fax (301) 854-2464

E-Mail: rhkruehm@mindspring.com

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**ESM ASSOCIATION  
HEADQUARTERS**

2211 York Rd.  
Suite 207  
Oak Brook, IL  
60523-2371  
(630) 368-1280  
(630) 368-1286 FAX  
<http://www.esmassn.org>  
[esmahq@esmassn.org](mailto:esmahq@esmassn.org)

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Convenience Services  
Dependent Care  
Recreation Programs  
Recognition Programs  
Special Events  
Travel Services  
Voluntary Benefits  
Wellness



# Is your career worth five minutes?

.....

*Have YOU tapped into ESM Association's wealth of resources lately?*

If you're an active member, you probably have. Maybe you called and requested statistics to justify your programs to management; or asked to be connected with a peer for networking purposes. ESM Association's Member Services Department can provide the answers to many of your questions because enough members completed and returned their Member Profiles.

Each year, the data compiled through this short survey provides ESM Association members with the most current information on job titles, technology, employee stores, work/life programs, on-site facilities, and more. It allows you to benchmark, network and share ideas with peers.

You received a Member Profile with your new member packet or member renewal packet. We ask that you take five minutes to complete your Member Profile and either fax or mail it to ESM Association. The strength of our association resides in its members.

*To receive a Member Profile, contact Jamie Kelly at (630) 368-1280 or [jamielkelly@esmassn.org](mailto:jamielkelly@esmassn.org).*

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2211 York Rd., Ste. 207  
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## Travel tips for turbulent times

Flyers, don't despair! Navigate airports with ease by creating a plan before you travel

By Elaine Biech

**L**ong check-in lines. Canceled flights. Heightened security. Armed military guards. Let's face it, flying is not as convenient or pleasant as it was just a few short months ago. If you are a frequent traveler, you know that the terrorist attacks have dramatically changed travel routines. Instead of dreading the experience, learn how to adjust your expectations and create alternative action plans to prepare yourself for the situation.

### Be proactive

Expect delays in airports and know how to eliminate some unnecessary waiting by adopting these practices:

- **Plan the fastest route from curb to plane.** Bring a boarding pass or obtain one at the gate. To pass through security checkpoints, keep government identification in a jacket pocket or even around your neck in an ID badge holder. Bring a paper ticket or an e-ticket confirmation. If traveling with an e-ticket, obtain a receipt and an itinerary (generated by an airline or travel agency) confirming the ticket and ticket number.



- **Avoid the busiest time at the airport.** The early Monday flights and the late Friday flights are the fullest, with business travelers trying to get to their destinations early and return home by the weekend. At these times, there are long lines at security checkpoints. Aim for the middle of the week or book flights in the middle of the day.

- **Confirm your seat.** A ticket does not guarantee a space on the plane. Always request the travel agent assign a seat to avoid being bumped during over-sold flights. Sometimes a "capacity controlled" message prevents seat assignment. Airlines release these seats after



## The 10 Components



midnight the day before the scheduled flight. Wait until then, and call the airline directly to request a seat assignment.

- **Remember, less luggage is best.** Travel light. Use only carry-on luggage if possible. It makes life simpler when transferring flights or taking a different form of transportation. Pack everything with the assumption that it will be hand-searched. Layer clothes and place smaller items in reclosable plastic bags and pouches.

- **Bring cash.** Keep about \$25 easily accessible for cab fare or a quick cup of coffee. It's faster to pay with cash than credit.

- **Safeguard possessions.** X-ray machines can damage laptops. To protect a laptop, place it in a plastic bin before sending it through the X-ray machine. If a bin is unavailable, place the laptop bag in front of the computer to act as a cushion as the computer slides out the other side of the machine. It's also smart to inscribe your identification information on electronic items such as cell phones, pagers, palm calendars, and laptops.

- **Anticipate a canceled flight.** Know your options. Is it possible to fly through a different hub or switch airlines? Is ground trans-

portation an option? Find a travel agent who can present alternatives when needed. To efficiently reschedule, call the agent on your cell phone while waiting in the line of a cancelled flight.

Opt for paper tickets over e-tickets because e-tickets require documentation when changing airlines, and this can mean standing in a ticket-counter line. With a paper ticket, call the travel agent or the airlines to be reassigned to another carrier. A subsequent airline ticket counter will accept a paper ticket, eliminating one line and possibly allowing a closer connection.

- **Play the waiting game.** Most of the airport changes involve waiting. Take advantage of this uninterrupted time to get work done. For example, read industry trade journals or dash off a few "keeping in touch" postcards to clients and colleagues (keep stamped postcards in your briefcase). Use this time to advance your exposure in the field of employee services by writing an article for *Employee Services Management (ESM) Magazine* about a successful employee services program or a new approach to a particular issue. This is a great public relations opportunity for

you and the company. Also, consider perusing your junk mail to glean creative ideas for promoting employee services. Remember to seize networking opportunities by handing out business cards and striking up conversations with fellow "waiters" and seatmates (especially if you're in first class).

- **Reduce airport exposure by "doubling up" on trips.** Use a trip to roll out new employee services at one of your company's branches, to visit a potential supplier or to tour a peer's site. Consider adding a mini-vacation on to your trip to ESM Association's Annual Conference and Exhibit (San Diego, CA is a great place to be in May, see p.24).

### Conclusion

It's difficult to avoid air travel completely, but with careful planning, it is possible to spend less time flying. Keep in mind that while airport changes seem inconvenient, these new procedures demonstrate that safety is a priority. By maintaining a positive attitude, it will be easier to efficiently deal with any airport inconveniences you encounter. **esm**

---

*Elaine Biech is president and managing principal of Ebb Associates, San Francisco, CA, an organizational development firm that helps organizations work through large-scale change. This author of The Business of Consulting: The Basics and Beyond and The Consultant's Quick Start Guide: An Action Plan for Your First Year in Business, can be reached at (608) 742-5005 or elaine@ebbweb.com.*



## Evidence of a reviving economy

**Companies rely on low-cost/no-cost services to boost morale during a recession**

By John A. Challenger

**E**ven as they cut a record number of jobs, companies are working to hold on to their remaining employees with services that build loyalty, encourage teamwork and make employees' lives easier without adding much to the bottom line. Low-cost, onsite services including banking machines, employee-paid fitness centers and company-sponsored career counseling are a mainstay during the recession despite the elimination of glamorous perks such as free cars and large bonuses that characterized the excesses of the 1990s boom.

It may seem contradictory, but in a time of unprecedented downsizing, employee retention is more important than ever. The employees who remain following job cuts represent the foundation on which the rebuilding process begins. While incentives are critical to holding a team intact, employers who are cutting staff cannot afford to provide eye-popping cash awards or gifts. Employees appreciate programs that establish a friendly climate in the workplace, as well as services that make it easier to balance their work and personal lives.



### Convenience services

At Sargento Foods, Plymouth, WI, employees enjoy the convenience of an automated teller machine (ATM) installed a few years ago during an earlier slowdown. Karri Neils, director of human resources, and her staff continually seek out other low-cost convenience services that Sargento could offer to bolster retention in a workforce concerned about the recession and anxious about the future.

"There was absolutely no cost to the company, and the employees definitely appreciated the conve-



### **Across the country, many employees living through their first recession desire substance over flash when it comes to employee services.**

nience and time-saving aspects of having an onsite ATM," Neils says. "We try to focus on value-added benefits that have the least impact on our bottom line. Sometimes, the simplest of measures turns out to be very popular among employees."

In past discussions, the company considered adding the conveniences of onsite dry-cleaning pickup and delivery and a reserved parking lot space where employees could leave their cars to be picked up for scheduled service and repairs, after which the car would be returned to the same location.

#### **Wellness services**

Convenience was the primary factor behind the decision by Corning Cable Systems, a global telecommunications equipment manufacturer, to establish a fitness center at its Hickory, NC, headquarters. The company provides the space and equipment, but the employees pay to use the fitness center. According to David Turman, vice president of human resources, employees are happy to pay a fee for the convenience of working out during lunch or right after work rather than driving several miles to the nearest health club.

The company goes one step further with another wellness-related benefit. Employees can obtain annual physical examinations and blood work without leaving the office. According to Turman, the company arranges for a physicians' group to make periodic visits and provide services at a fraction of the cost employees would incur at a hospital or doctor's office. These represent low-cost and, in some

cases, no-cost employee services that do not have to be eliminated when the economy trends downward. Ideally, companies want to avoid cutting even the costliest of services despite the recession because doing so would shake employees' confidence in the company's future.

#### **Professional/ personal growth**

Across the country, many employees living through their first recession desire substance over flash when it comes to employee services. This attitude shift stems from witnessing the escalation of extravagant and costly perks, initiated mostly by high-flying technology companies during the 1990s boom, only to see these firms flounder, in part because of their free-spending approach to retention. Many victims of the dot-com crash are thinking, 'I would have traded in my free BMW for job security.' Wary of lavish perks, employees are likely to prefer employee services that offer time, convenience or an opportunity to improve their skills.

Advertising agency Sullivan Higdon & Sink, Kansas City, MO, continues to offer its employees free flying lessons. "The general public may still be a bit skittish about flying since September 11," says Joe Norris, managing partner. "But we serve a number of aviation clients, and we tend to hire people who love airplanes. So flying lessons are still a big draw for the kind of talent we are seeking."

This year, the firm began offering professional career counseling as an employee service. Recognizing that personal and professional growth are important to its employees, Sullivan Higdon &

Sink outsources the service. "Employees can get help mapping out where they want their careers to go. The service is entirely unrelated to the work we do and none of what transpires in their sessions is reported back to us. It is really about their personal growth. Our hope is that it builds loyalty," Norris says.

Independent career counseling is a benefit few employers could have predicted 20 or 30 years ago. Today, many employees see themselves as "free agents" and value employee services that help them achieve work/life balance. Employers, in turn, have learned that companies benefit from programs that support employees' personal and professional growth.

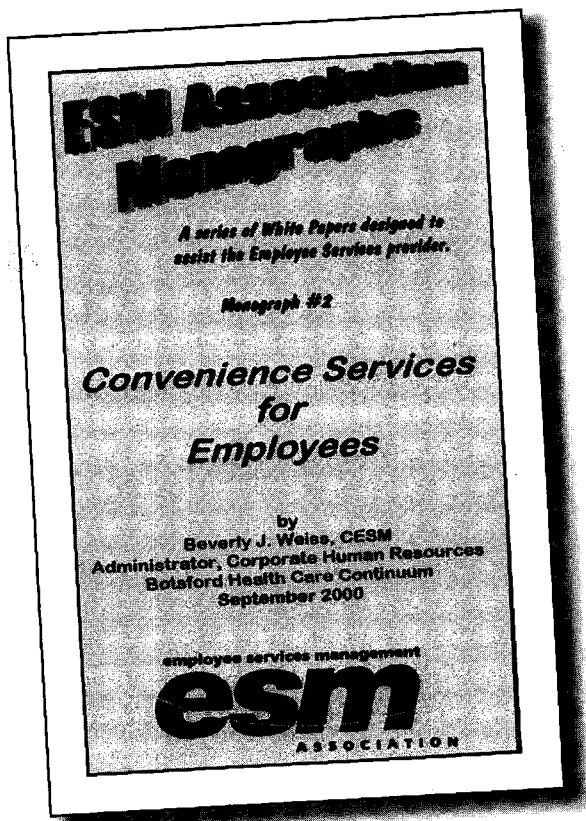
#### **Conclusion**

The increase in popularity of convenience services that help employees balance work and life not only demonstrates the dramatic shift in priorities among employees, but it says a lot about the company as well. These initiatives show that the organization has a considerable amount of confidence in itself and the individuals it chooses to hire. This confidence is projected to the employees, who are likely to be more loyal as a result. **esm**

*John A. Challenger is the chief executive officer for Challenger, Gray & Christmas, Inc., a Northbrook, IL-based international outplacement firm. He may be reached at (312) 332-5790.*



# Making Life Easier



Convenience services are a component of employee services. With employees balancing work and family concerns, convenience services act as shortcuts that help employees balance their time. *Convenience Services for Employees*, the second ESM Association Monograph, presents a multitude of convenience services ideas to implement or use as catalysts for your own ideas.

An effective program is one that is specific to the needs of your employees. *Convenience Services for Employees* will guide you through the steps of developing and implementing programs such as family care services and one-stop shopping at your employee store.

Authored by Beverly Weiss, CESM, administrator, corporate human services, Botsford Health Care Continuum, Farmington Hills, MI, *Convenience Services for Employees* explains:

- *which departments you should partner with to create maximum awareness.*
- *how to determine the most appropriate programs for your employees.*
- *outsourcing resources.*
- *the bottom-line benefits of convenience services.*

*This informative brochure is free to ESM Association Members. Also read Monograph #1, Obtaining Management Support for Employee Services. View both Monographs in the Member Resources Section of [www.esmassn.org](http://www.esmassn.org) or order a hard copy from ESM Association.*

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# Creating the Perfect job



**An ESM Association member advances  
from volunteer to full-time employee  
services professional**

By Donna Leach

In 1988, I began my career at Ericsson, Inc. at the ground level, working as the PBX Operator. Back then, my sole responsibility at this Plano, TX-based telecommunications company was to operate the switchboard in a closet-sized office. Although I rarely interacted with coworkers, it was a foot in the door and I knew working for a large corporation would provide room for advancement. Within a few months, Ericsson promoted me to accounts payable clerk, allowing me to work as part of the Accounting team. The diversity of the employees immediately impressed me. Although they were from different countries, the employees shared the same goal—to be successful and have fun doing it.

## **Learning employee services**

The company often celebrated accomplishments, such as meeting goals and selling products, by hosting special events. Back then, the administrative assistant planned special events and my interest grew in learning more about this aspect of her job. As I gained con-

fidence with my coworkers, I offered to help her plan events. I kept my manager aware of these tasks and I did not let my volunteer responsibilities interfere with my paid position. After awhile, I became responsible for organizing and promoting my division's employee events on a volunteer basis. My coworkers referred to me as the event point person.



## **"Management took notice when we proved, with measurable numbers, that employees used our services and found them valuable."**

As most employee services providers know, management support is crucial to a successful employee services program. Management perceived the Ericsson Activities Committee as a group of employees who liked to spend money on entertainment. When I became president of the committee in 1990, I met with management to identify their goals for the committee. They appreciated my interest and I quickly learned that the committee could gain management support if it streamlined its objectives.

### **Growing the program**

Over the next few years, our Activities Committee dwindled. Although the quality of the people remained, managing employee services on a volunteer basis became difficult as the program grew. At one point, employees sold discount tickets in 15 buildings across our 31-building campus. In 1994, we opened an employee store, with the assistance of Ericsson's Facilities Department, that featured offerings from Associate Members from the ESM Association North Texas Chapter. During our first year, sales were less than \$10,000. By the second year, they surpassed \$50,000 and steadily grew. Management took notice when we proved, with measurable numbers, that employees used our services and found them valuable. We officially shifted the committee focus from the "fun and games" group to a credible committee.

### **Opportunity knocks**

My enthusiasm for this type of work paid off when the new corporate buzzword became "Employer of Choice." Upper management began to recognize that balancing work and life was important to recruiting and retaining employees. In 1999, after 10 years of handling Ericsson's employee services function on a volunteer basis, a Human Resource Department representative asked me to document the amount of time I spent performing employee services duties. I kept track of my non-paid hours for the next month and realized that I spent at least 40 hours a month of my own time making employees feel better about the company. Human Resources and management promptly gave me the opportunity to create my own employee services job position. They decided that I would also handle the Community Relations for our North Texas Headquarters Office, which involved making grants, supplying volunteers and serving as liaison to various nonprofit organizations.



**Ericsson employees' children watch a robotics demonstration at the Summer Camp that Donna Leach helped organize.**

### **Work's a dream**

I have the perfect job because I have the freedom and flexibility to try innovative projects. As a technology company, we are always thinking about the future. In partnership with the Richardson Independent School District, we hosted a week-long summer Technology Camp for our employees' children. The camp differed from local camps because it inspired bright young minds to learn and enjoy the possibilities that Math and Science have to offer. The camp's fun atmosphere



**Leach teamed Ericsson employees with a local merchant to make stuffed animals and donate them to the Plano Children's Advocacy Center for abused children.**



## LEACH'S ROAD TO SUCCESS

Donna Leach shaped her career by intertwining administrative paid positions at Ericsson, Inc., Plano, TX, with volunteer employee services positions both at Ericsson and in the community. Her dream of working as a full-time employee services professional came true in 1999 when she was promoted to community relations specialist. Here is a résumé documenting her career path:

Paid Positions in GREEN	Volunteer Positions in BLUE
<b>Receptionist</b>	1988
<input type="checkbox"/> Answered telephone calls, backup for receptionist at Headquarters' office	
<b>Accounts Payable Clerk</b>	1989-1990
<input type="checkbox"/> Processed bills for payment	
<b>Member of Ericsson Activities Committee</b>	1989-1999
<input type="checkbox"/> Organized Headquarters' employee events	
<b>President of Ericsson Activities Committee</b>	1990-1999
<input type="checkbox"/> Presided over board meetings, organized events affecting North American Headquarters' employees. Served as liaison to upper management	
<input type="checkbox"/> Opened original Employee Store	
<b>Facilities/Fleet Management</b>	1991-1993
<input type="checkbox"/> Served as Business Division liaison for Ericsson's U.S. office locations	
<input type="checkbox"/> Maintained records of U.S. vehicle fleets' purchasing, leasing and disposal	
<b>Telephone Administration (HelpDesk)</b>	1993-1994
<input type="checkbox"/> Resolved phone callers' questions/problems	
<b>Telephone Administration Supervisor</b>	1994-1998
<input type="checkbox"/> Oversaw Telephone HelpDesk employees and operators for campus	
<b>Board Member of ESM Association North Texas Chapter</b>	1995-present
Held various positions:	
<input type="checkbox"/> Corporate Representative	<input type="checkbox"/> Programs Director
<input type="checkbox"/> Vice President	<input type="checkbox"/> President
<b>Board Member of Ericsson Community Partnership Committee</b>	1997-1999
<input type="checkbox"/> Approved grants for nonprofit donations	
<b>Instructor/Trainer of Ericsson Telephone System for External Customers</b>	1998-1999
<input type="checkbox"/> Trained external customers' employees to use the phone system	
<b>Volunteer Committee &amp; Steering Committee Board Member for Wildflower Festival</b>	1998-2002
<input type="checkbox"/> Planned award-winning festival and served as a Board Member (2001-2002)	
<b>City of Richardson Corporate Challenge Board of Directors</b>	1998-2002
<b>Community Relations Specialist</b>	1999-2002
<input type="checkbox"/> Coordinated local area grants, served as liaison for nonprofits, organized events, planned activities, and secured discounts for local employees	
<b>Leadership Plano</b>	2001-2002
<input type="checkbox"/> Accepted into a year-long program designed to identify, educate and develop future leadership for the Plano community and to motivate potential leaders for civic, charitable and community involvement	
<b>Steering Committee for Juvenile Diabetes Research Foundation</b>	2001-2002
<input type="checkbox"/> Motivated Plano-area corporations to surpass the fund-raising goal of the first-ever Plano Juvenile Diabetes Walk	
<b>Richardson ISD Education Committee</b>	2002
<input type="checkbox"/> Tri-Chaired a committee that promoted partnerships between corporations and schools	



motivated the children to learn about everything from robotics to claymation film. Over 200 children applied to attend this one-week camp that was free to employees and priceless to Ericsson's image. The community benefited as well by employing 20 teachers on summer break. In the fall of 2001, our technology programs with the Richardson Independent School District won the distinguished Tech-Titan Community Leadership Award given by the Technology Business Council.

### Future plans

Since the downturn in the telecom industry in the past year, there have been decreases in employee program funding. However, Ericsson still sees the benefit

of extending community involvement and offering employees valuable programs. I continue to learn about many new employee benefits through involvement in the ESM Association North Texas Chapter. My career experiences have taught me that you only get as much out of something as you are willing to put into it. This philosophy can be applied to all aspects of life including creating the perfect job. **esm**

*Donna Leach is community relations specialist, Ericsson, Inc., Plano, TX. She can be reached at (972) 583-1616 or donna.leach@ericsson.com*

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employee services management

**esm**

ASSOCIATION

Employee Stores

Community Services

Convenience Services

Dependent Care

Recreation Programs

Recognition Programs

Special Events

Travel Services

Voluntary Benefits

Wellness

Employee Services Management (ESM) Association, formerly the National Employee Services and Recreation Association (NESRA), is a nonprofit association that serves as an information resource network for over 3,000 members nationwide. These members are responsible for implementing and maintaining a diverse range of employee services. ESM Association believes that employee services, as practical solutions to work/life issues, are essential to sound business management. These programs improve relations between employees and management, increase overall productivity, boost morale, and reduce absenteeism and turnover. The association produces a magazine, *Employee Services Management*, offers resource information, hosts a National Conference & Exhibit and has nearly 50 local Chapters, plus much more.

**To receive information about becoming a member of ESM Association, contact:**

Jean Wilson, Director of Member Services  
ESM Association  
2211 York Road, Suite 207  
Oak Brook, IL 60523-2371  
630-368-1280 • 630-368-1286 FAX  
e-mail: [jeanwilson@esmassn.org](mailto:jeanwilson@esmassn.org)  
<http://www.esmassn.org>

Formerly

  
**NESRA**





# MEMBERSHIP APPLICATION

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Company \_\_\_\_\_

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Phone \_\_\_\_\_ Fax \_\_\_\_\_

E-mail \_\_\_\_\_ URL \_\_\_\_\_

Number of Employees \_\_\_\_\_

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☐ Visa      ☐ American Express      ☐ Discover

Card Number/Expiration Date \_\_\_\_\_

Signature \_\_\_\_\_

Please enclose check made payable to ESM Association or provide credit card data and mail with application to:

ESM Association, 2211 York Road, Suite 207, Oak Brook, IL 60523-2371, Phone: 630-368-1280, FAX: 630-368-1286, E-Mail: [esmahq@esmassn.org](mailto:esmahq@esmassn.org), URL: <http://www.esmassn.org>





# Future Perspective

Interview with Employee Services Management (ESM)  
Association's 2002 President, Cindy Jameson, CESM

**C**indy Jameson, CESM, director of human resources, Time Warner Cable, Clearwater, FL, chatted with ESM Association about her goals for the association, intertwining employee services with human resources, and what the new economy means for the future of our field.

## As ESM Association President

*ESM Magazine: How would you describe your leadership style?*

**Jameson:** I am a people person who enjoys change. I am not a micro-manager unless I find myself in a situation where micro-management is necessary. I prefer to share ideas in an informal setting. I approach situations in a simple and direct manner and attempt to encourage innovation and creativity. I don't like to hear, "But we've always done it that way." I prefer to work as a team and shake things up a bit to build a new, improved organization. I will be a leader who establishes and maintains a communications network,

attempts to motivate ESM Association's Board of Directors as a team and nurtures relationships both inside and outside the boardroom.

*ESM Magazine: What are your presidential goals for 2002?*

**Jameson:** ESM Association is an incredible organization—one that we have been carefully redefining for two years. What a wonderful time to serve as President. My presidential agenda includes the following goals:

a) First, I am quite fortunate to be preceded by two dynamic change agents—ESM Association Past Presidents Roger Lancaster, CESM, and Bud Fishback,



CESM. Two years ago, we began the process of re-evaluating and redefining ESM Association's objectives. We have realigned the regional governance and the dues collection process. I will continue working on the objectives that Bud and Roger started in 2000 and 2001.

b) I intend to continue work on the restructuring of our Certification Program and Awards Program. I also plan to introduce a new Re-Certification Policy.

c) Another goal is to focus our efforts on growing membership by evaluating and improving printed membership materials, promotional pieces for potential members, ESM Association's visibility at other organization's exhibit halls, and enhance the website to promote our new image and value-added services to ESM Association members.

d) I want to increase membership participation in programs and activities. This will involve increased communication about the state of the organization. I believe that communication will play a large role in the future success of the organization.

e) I plan to develop a Board of Director's Code of Ethics that will set parameters on how the Board conducts business. By communicating this information to the Board, I hope to motivate them to work as a cohesive team. At the same time, I plan to introduce job descriptions for the Board of Directors and President.

## In your career

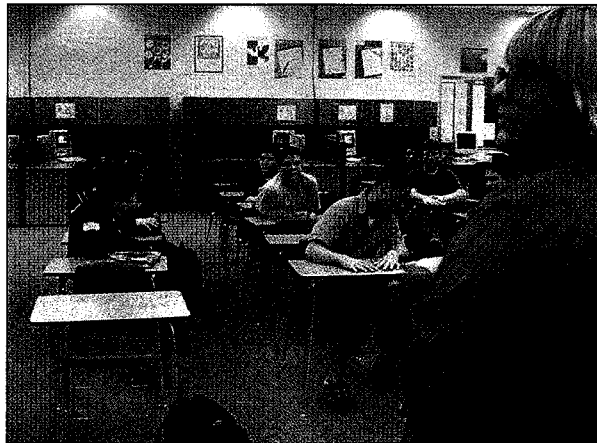
**ESM Magazine:** Please discuss your level of education and what attracted you to employee services.

**Jameson:** I hold a Bachelor of Arts Degree in Applied Behavioral Science, which works well in the human resource arena. To me, employee services is a big piece of human resources because both disciplines are dedicated to serving employees. Many employee services programs can be considered benefits that allow a company to be competitive in employee recruitment and retention.

**ESM Magazine:** Please provide an overview of your employee services program.

**Jameson:** Although Time Warner Cable offers all of ESM Association's "Ten Components of a Well-Rounded Employee Services Program," we are best known for our community service. We have estimated that 99.9 percent of all employees participate in at least two community service events per year. We offer a Mentoring Program, which provides employees with paid time off to spend with at-risk students in our area. Through an award-winning program at Dixie Hollins High School, we teach an accredited course called "Communications in the Classroom." This semester, 22 students will graduate.

We plan several special events throughout the year. Last summer, we held a luncheon for the launching of



Time Warner's Dixie Hollins High School Program has been nominated for the *Wall Street Journal*/Employee Management Association School-to-Work Program Award.

the television series *Band of Brothers*. Every February, Country Music Television parks their semi-truck on our property, plays games with employees and awards prizes. HBO hosts a similar event where representatives bring *The Sopranos* garbage truck on our property also to play games and distribute promotional items.

The Focus Group is a key component of our employee services program. Employees remain on the committee for one year. Their ideas launched many employee services including an Employee Suggestion Box, a Leads Meeting to assist with departmental communication, the development of an online organizational chart with pictures, and a Focus Group web page for company announcements.

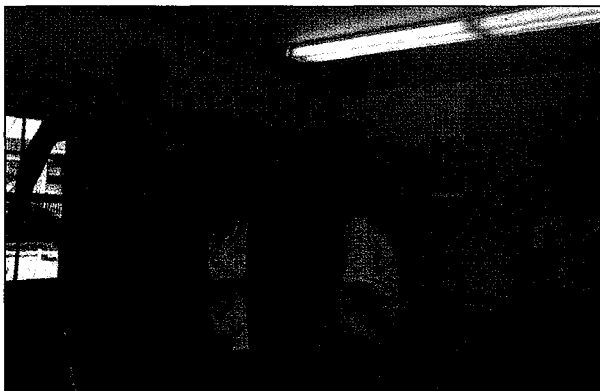
**ESM Magazine:** Which human resource functions do you oversee? How much time and staff do you dedicate to employee services?

**Jameson:** As director of human resources, I oversee multiple job functions. I manage four employees who



Time Warner's management team takes pies in the face to raise funds for the American Heart Association.





**Time Warner employees volunteer to paint a local YWCA for the 2001 United Way Day of Caring event.**

serve as generalists in the human resource field. My team is responsible for benefits, hiring and firing, disciplinary action, Workers' Compensation, and liability. I investigate all harassment, violence in the workplace issues and personnel issues that have been escalated to a human-resource level.

Employee services are entwined into all human resource functions. Over 50 percent of my responsibilities revolve around employee services. Out of the four human resource generalists, three dedicate at least 20-25 percent of their time to employee services as well, and the remainder to human resources. The fourth generalist works solely on human resource obligations.

**ESM Magazine:** *How have Time Warner Cable's recent mergers affected employee services?*

**Jameson:** In my career at Time Warner Cable, I have gone through seven mergers and acquisitions and I've been on both sides of the coin. As an acquiring company, it is important for Human Resources to move in immediately. Generally, the first questions from acquired employees are about benefits. The answer to the "What's In It For Me" question becomes very important in alleviating fear in the transition. We not only cover the hard benefits like medical, dental and vision, but we also cover the soft benefits provided by employee services like incentives, community service, lunches, special events, and discounts. The employee services side sells the company to new employees and assists in more successful transitions. Discussions based around employee services as a benefit sells the idea that Time Warner Cable really cares about its employees. It's the uplifting part of mergers.

The most recent AOL/Time Warner merger was on a much larger scale, but it still involved the "What's In It For Me" mindset. I was on the opposite end of the merger this time. We were acquired by AOL, who is also a visionary company with forward-thinking ideas about employee services.

**ESM Magazine:** *Please discuss the leadership roles you hold, or have held, in other human resource associations.*

**Jameson:** I have held various leadership positions in ESM Association and the Society for Human Resource Management (SHRM) at both local and national levels. For the last five years, I have been instrumental in working with the Economic Development and Workforce Boards in welfare-to-work reform. I have also been a member of the Urban League Job Skills Bank Committee for the last 10 years.

**ESM Magazine:** *What value have you obtained from attending ESM Association's Annual Conference & Exhibit?*

**Jameson:** I've been attending ESM Association's Annual Conference & Exhibits for over 10 years and I'm always impressed with the class of speakers and programs provided. Recently, the conference added Best Practice sessions that provide innovative ideas from ESM Association members from around the country. Every year, I take back several program ideas to implement at Time Warner Cable. These conferences help me find programs that are proven successful, which prevents me from having to reinvent the wheel. It's the only place where I can network with so many top employee services professionals.

In the Exhibit Hall, I survey the latest products and services available in the industry, meet new employee services providers and reconnect with companies I have worked with in the past. I always feel re-energized and ready to breathe new life into my programs when I return to work.

### In the field

**ESM Magazine:** *How will the fluctuating economy affect the kinds of employee services offered to employees? How will the economy affect employee services' role in corporate America?*

**Jameson:** The recent economic change and September 11 have felt like a roller coaster ride. Every day, I read a new report of lower-than-expected corporate earnings and employee layoffs from major U.S. companies. These events continue to have a great psychological affect on Americans as they attempt to return to the basics by embracing family, religion and communities. This attitude will affect the kinds of services offered and the role that employee services play in corporate America.

Work/life balance issues will be moved to the forefront in most human resource organizations. As far as recruitment and retention, employees will search out companies that offer employee services benefits to them and their families. In this uncertain financial cli-



## **"I hope to see employee services providers accepted as partners of senior management in more companies."**

mate, employers will be looking to cut costs, but employee services will be more important to them than ever. To remain a competitive, high-performance organization in a high-tech environment, companies still need top-notch personnel. Attracting and retaining the best employees will require innovative employee programs that cater to employees' needs. Workers will look for companies that appreciate them, show them respect and offer security. This will require some employers to continue with employee services and other companies to offer additional or different services to remain competitive.

*ESM Magazine: How does employee services relate to recruitment and retention?*

**Jameson:** An organization's success depends on its people. To attract and retain the best employees, we must demonstrate to job seekers that we treat our employees well. Through employee services programs, Time Warner Cable provides some of the most innovative benefits and programs around. They are designed to attract, develop and retain the best employees.

Most companies provide the hard benefits, but those companies that build a reputation of being innovative and flexible in their approach to workforce issues have a much easier time recruiting and retaining top employees. People want to work in an environment where they feel in control of their destiny. Being creative, innovative and a little bit zany makes employees feel respected for their work. Perhaps it's the convenience services, such as onsite car washing or dry cleaning, that relieves employees' stress. Maybe it's online shopping, company-sponsored discounts or a flexible-work schedule that helps employees balance their work and personal lives. These types of programs allow for a more loyal, happier and productive workforce, which equals retention. Marketing this core value of your organization to the community builds an "Employer of Choice" reputation, which helps make recruitment easier.

*ESM Magazine: How can employee services providers solidify their positions within their companies?*

**Jameson:** Demonstrate the bottom-line effect by comparing program costs to recruitment and retention costs. Prove that employees are satisfied and more productive. Show CEOs how employee services programs enhance employee satisfaction and thus increase the company's bottom line and competitive edge.

Another approach is to remain up-to-date with new programs and industry news. Continually seek out innovative and creative programs that will succeed in your company culture. Become the expert and have your results published in professional journals such as *Employee Services Management (ESM) Magazine*. If you have your own employee newsletter, make sure to save space in every edition for employee services announcements. Occasionally, consider including testimonials as to how your services affected an employee's life. Market your services; don't be the best kept secret.

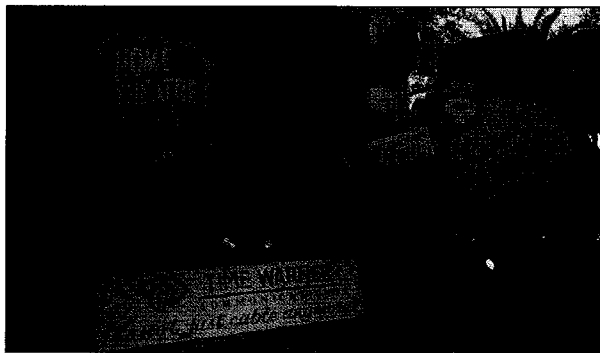
*ESM Magazine: What would you like to see for the future of employee services?*

**Jameson:** I would like to see more corporations with senior leaders who make a commitment to better employee quality of life. We need leaders who understand and believe that employees are a company's greatest asset, support the concept of "Employer of Choice" and communicate it to management. I hope to see employee services providers accepted as partners of senior management in more companies. Management knows that employee services contribute to the success of the organization, yet they do not necessarily invite employee services providers to participate in the decision-making process.

### **Personal thoughts**

*ESM Magazine: What are your special interests?*

**Jameson:** I enjoy spending time with my grandchildren, Lauren and Kaitlynn. Much of my free time revolves around them. I also enjoy reading, traveling and being a lifetime learner. I believe that education



**Cindy Jameson and her granddaughter Lauren ride on the Time Warner float at the Annual Santa Parade in St. Petersburg, FL.**



## Future Perspective

does not stop with a degree. To remain successful in the human resource field, I like to keep up with the latest trends by conducting research.

**ESM Magazine:** Which employee services or work/life benefits have you utilized at your company to help you balance your work and personal life?

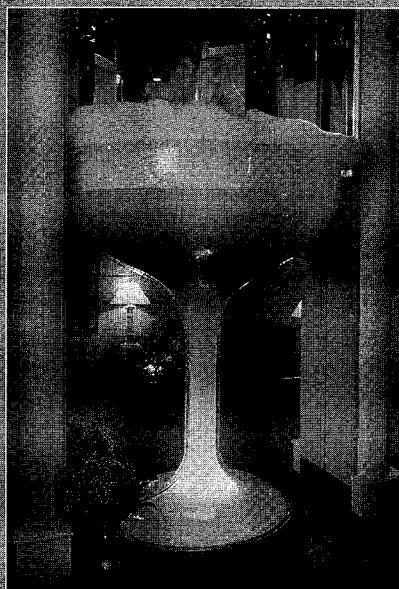
**Jameson:** I try to make Time Warner Cable's Summer Beach Party a family retreat. We generally stay two to three nights and attend the Saturday function. I also enjoy taking mini-vacations with my family to theme parks.

I follow a flexible work schedule. I'm a morning person, so it's not unusual to find me in the office at 6:00 a.m. so that I can attend a family event in the afternoon.

All of the community service programs, especially those dealing with the school system, fulfill my need to make a difference in someone's life. Being involved in a number of organizations, as a representative of Time Warner Cable, fulfills my desire to lead. I don't set an alarm in the morning; I just hop out of bed ready to start a new day, excited about what I will face. Much of that is due to the freedom I have at Time Warner to be involved and creative with the programs offered. **esm**

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# You Have Questions, ESM Association Has Answers

How do I justify work/life programs to management?

What legal issues are involved with employee associations?

Where can I find information about starting an  
eldercare referral service?

***Introducing two ESM Association Member Services to the rescue:***

## **ESM Association's Research Assistance**

Whether you desire information to justify your eldercare program, the most recent statistics on recruiting and retaining employees or sample newsletters and brochures, ESM Association has the facts, figures and samples necessary for your next business meeting, presentation or year-end report.

## **ESM Association's Council and Advice**

ESM Association's staff is available to assist members with special requests. Just call, e-mail or fax your topics of interest and you will be paired with one of our knowledgeable Member Services representatives. Our staff will save you time by immediately connecting you with the resources you need.

*Maximize the benefits of joining ESM Association by becoming an active member.  
Contact one of the following Member Services representatives and  
take advantage of our invaluable resources today!*

**ESM Association Headquarters:** Jean Wilson, director of member services, (630) 368-1280, (630) 368-1286 FAX, [jeanwilson@esmassn.org](mailto:jeanwilson@esmassn.org) • Jamie Sennett, manager of member services, (630) 368-1280, (630) 368-1286 FAX, [jamiesennett@esmassn.org](mailto:jamiesennett@esmassn.org).



# Honoring HR Leaders

**Human resource professionals are recognized for “shaping human-resource thinking”**

**T**he National Academy of Human Resources (NAHR), Santa Fe, NM, installed its 10th class of Fellows, an honor considered the most prestigious in the field of human resources. The group honors the professional achievement of individuals and distinctive institutions in the field of human resources through an annual induction of Fellows. On November 1, 2001, in New York City, the Academy inducted six new Fellows.



“These new Fellows have been recognized by their peers for their distinguished leadership in the broad field of human resources and have meritorious national reputations for shaping human-resource thinking and policy. We welcome them to the Academy,” said William J. Conaty, chair, NAHR, and senior vice president, corporate human resources, General Electric Co.

Candidates eligible for NAHR Fellowship come from many life experiences reflecting all aspects of contemporary, intellectual and professional thought and human resource activity. Fellow candidates are nominated by their peers each year, elected by the entire





**The National Academy of Human Resources (NAHR) 2001 Fellows are (from left to right): J. T. (Ted) Childs, Jr.; John W. Boudreau, Ph.D.; Dr. Mirian Graddick-Weir; Helen G. Drinan, SPHR; Debra Engel; Rex D. Adams, NAHR Distinguished Fellow; and James B. Dagnon.**

body of Academy Fellows and installed into the Academy during an annual ceremony. The Academy may also choose to select a Distinguished Fellow, NAHR's highest honor.

### **Distinguished Fellow**

In 2001, the Academy members voted Rex D. Adams, retired dean of the Fuqua School of Business at Duke University, Durham, NC, "Distinguished Fellow." Adams is a member of the NAHR Class of 1994. In addition to serving in this academic leadership role for the past five years, Adams retired as executive vice president for administration from Mobil Corp. in 1996 after 31 years in human resources. Adams now serves as chairman of the Public Broadcasting Service.

### **The Class of 2001**

- John W. Boudreau, Ph.D., department of human resource studies, director, Center for Advanced Human Resource Studies, School of Industrial and Labor Relations, Cornell University

- Mr. J. T. (Ted) Childs, Jr., vice president, global work-force diversity, IBM
- Mr. James B. Dagnon, senior vice president, people, The Boeing Co.
- Ms. Helen G. Drinan, SPHR, president and chief executive officer, Society for Human Resource Management (SHRM)
- Ms. Debra Engel, formerly senior vice president, corporate services, 3Com Corp.
- Dr. Mirian Graddick-Weir, executive vice president, human resources, AT&T

### **Conclusion**

Through Academy Foundation-sponsored educational programs and research projects, the NAHR also plays an important role in expanding the knowledge base of human resources and supporting professional human resource achievement. **esm**

*For more information, contact William Stewart Johnson, president NAHR, Santa Fe, NM, at (505) 983-5603 or NAHRHQ@aol.com.*



# The Conference Experience

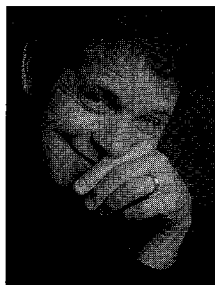
**Retreat to an event filled with friendly faces, where people freely share innovative ideas and seek new techniques to strike a balance in their lives**

**By Christina Higby**

**E**mployees are focused on balancing their work and personal lives now more than ever. Employee services providers will learn innovative work/life balance program ideas to recruit and retain productive employees in the "new normal" at ESM Association's 61st Annual Conference & Exhibit, May 19-23, 2002 at the Town & Country Resort & Convention Center in San Diego, CA. The conference's General Sessions are guaranteed to motivate attendees to use employee services to make a difference at work, while Concurrent Sessions will offer how-to information and detailed take-home ideas for enhancing an employee services program. Learn to apply work/life balance ideas to your employee services programs and your own life as well. Here's a glimpse at some of this year's conference speakers and the information they will present.



## General Session Speakers



### *Choose Your Attitude*

*Carr Hagerman, speaker,  
ChartHouse Learning,  
Burnsville, MN*

#### **FISH! Catch the Energy— Release the Potential**

Catch the FISH! Philosophy while exploring the possibilities of a workplace culture that transforms how people live at work. The FISH! Philosophy focuses on playing at work, making employees' day, being fully present, and choosing your attitude. Increased retention, improved service and enhanced performance are just a few of the outcomes of applying the FISH! Philosophy. Carr Hagerman will reel attendees into the FISH! Philosophy by teaching them to create a positive, engaging and memorable work experience. Learn about this promising work outlook through Hagerman's upbeat speaking tactics, interactive exercises and short learning excursion. He will change attendees' perspectives by challenging their current view of the world. Hagerman has inspired successful companies such as American Express, Wells Fargo, 3M, United Way, and BlueCross® BlueShield® by introducing them to the power of curious play and helping them to create more effective, fulfilling and fun workplaces. He will leave employee services providers with the impression that they can change the world—and have fun doing it.



### *Show Appreciation*

*Bonnie Dean, professional motivational speaker, W.O.W. Presentations, Fountain Valley, CA*

#### **No Deposit/No Return**

Bonnie Dean believes that people are the most important resources on this planet and the number one motivator is appreciation. Attendees will learn how to make deposits in the emotional bank accounts of others—acts that will pay big dividends in their own accounts. Attendees will learn:

- Eight gifts to share that cost nothing.
- The three reasons employees join, stay and flourish on a team.

- The 21 most important words to use.
- A value-driven, integrity-based approach to positive results in life.

This presentation will be held during Tuesday's Member Appreciation Luncheon.

### *Roadmap for Life*

#### **Take it to the Edge**

In Dean's concurrent session, she will help attendees avoid stumbling through life. She will teach attendees how to create a roadmap for a life by design, not by accident. With gusts of zest, gales of laughter and tools to take home, Dean plans to lead attendees on a quest for a simpler, fuller life. Attendees will discover:

- The price of a high-tech/low-touch world.
- Simple tools to open channels of communication, understanding and fun.
- The "A Little A Lot" theory of becoming one percent better a day.
- The seven steps to longevity.
- The magic of "mastering the moment."
- How to get more out of the life of your business and the business of your life.



### *Sharpen Your Creativity*

*Erik Wahl, president, The Wahl Group, San Diego, CA*

#### **Art of Vision**

As the landscape for business continues to change, a clear vision is the key to successfully navigating tomorrow's uncharted waters. This program is specifically designed to help utilize unconventional wisdom and build a vision for the future. Erik Wahl will challenge and inspire attendees to redefine commonly-held assumptions and misconceptions about creativity, goals, success, and vision. Discover how to sharpen your creative skills and identify a personal style for inspiring yourself and others to rethink vision and purpose. The principles in this uplifting and highly-practical program will redefine the role of a leader as an artist as well as an architect. The "Art of Vision" educates and motivates participants to understand the importance of expanding their own perceptions in an effort to build strategic vision.



## Concurrent Sessions

Be prepared to learn how-to information and take home ready-made program ideas during the following Concurrent Sessions:

### MONDAY, MAY 20, 2002

#### Concurrent Session I

- Best Practices: Lawrence Livermore Laboratory, Livermore, CA
- Recruiting Volunteers
- The More the Merrier—Leveraging Group Dynamics
- Great Store Managers Make Great Stores

### TUESDAY, MAY 21, 2002

#### Concurrent Session II

- Best Practices: U.S. Department of Agriculture (USDA), Washington, DC
- ROI—How to Save Big Through Incentives & Recognition
- Running Winning Sports Leagues

#### Concurrent Session III

- Best Practices: Femsa Servicios, SA de CV, Monterrey, NL, Mexico
- Take it to the Edge
- Use Your Store to Make Your Company Your Customer
- Opportunity Knocks

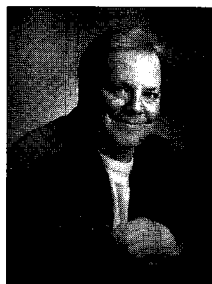
### WEDNESDAY, MAY 22, 2002

#### Concurrent Session IV

- Best Practices: BMC Software, Inc., Houston, TX
- Geo Teambuilding
- Managing With Carrots
- How Much Should I Buy?

#### Concurrent Session V

- Best Practices: TBA
- Who's Life Are You Leading?
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**esm**

*Christina Higby is editorial assistant of Employee Services Management (ESM) Magazine, published by ESM Association, Oak Brook, IL. She can be reached at (630) 368-1280 or christinahigby@esmassn.org.*

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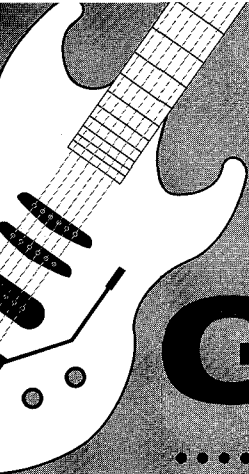


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- ***Entertainment & Sports Memorabilia***
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The Silent Auction will be held during Exhibit Hall hours and the Live Auction will occur during the Closing Brunch at ESM Association's 61st Annual Conference & Exhibit at the Town & Country Resort & Convention Center in San Diego, CA. The money raised will help fund the ESM Foundation—the only research organization dedicated to the employee services field.

**If you are interested in donating items for the auction, contact Chuck Bouchard, RVESRA, at (561) 398-0401 or (603) 755-2004.**

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## Convenient pick-me-up

**Put employees in a better mood by reducing their errand time with an onsite dry-cleaning/laundry service**

By Michael P. Scott

If you approach three employees at your company and ask them what their biggest personal responsibilities are outside of work, they might mention doing laundry, ironing or dropping off and picking up dry cleaning. Whether they realize it or not, many of them are spending several hours per week doing these chores. To help relieve employees' stress and enhance convenience services offerings, many companies are now offering dry-cleaning/laundry drop-off and pick-up services on company premises. If negotiated properly, you too can extend this time-saving service to employees at no cost to the company.

### Arrangement and benefits

The most common dry-cleaning service arrangement is one where employees can drop off and pick up their dry-cleaning/laundry items onsite, perhaps at the employee store, the employee services office or another central location. An outside vendor then makes regular pickups and deliveries, thus saving employees valuable time in the midst of their daily schedules.

"Our employees love it," says Paula Picken, vendor services coordinator, Pfizer, Inc., Groton, CT. "We have a great vendor for our service and have had no problem with it operationally," Picken says.

While it takes some work starting up the service, once it is up and running, it will serve as a valuable resource for employees. "I was staying at a first-class hotel and realized that I needed to send out my dry cleaning," says David

Dale, CESM, manager, employee services, Ashland, Inc., Lexington, KY. "My experience with the laundry service at the hotel was so favorable that I began to think of how we could offer the same type of high-quality service at Ashland," Dale says.

### Structuring the program

When investigating the implementation of an onsite dry-cleaning/laundry drop-off and pick-up ser-



### Use the fact that you are providing the vendor with a large pool of customers to negotiate a special discount price.

vice, think through these considerations:

- **Vendor selection.**

Establish a bidding process, perhaps through your company's procurement department. Identify requirements for submitting bids. Ideally, the vendor will have experience providing similar onsite services to companies. "In our efforts to identify a suitable vendor, we sought out those who had a great track record in offering these services to premier hotels in the area," Dale says.

- **Accountability.**

Identify an onsite contact person (either you or someone in your department) to ensure overall operational accountability for the service once it is established. The vendor should report to this person, who will monitor

program usage as well as resolve any unsolved problems between the employee/customer and the dry cleaner.

- **Communications.** Communicate to the vendor and employees where and when the clothing drop offs and pickups should take place and provide pricing for available services. Companies with established programs often communicate this information via the intranet, broadcast e-mail and postings throughout their company. They also promote the convenience and savings of the service.

- **Payment arrangements.** Ideally, the payment relationship should rest between the employee/customer



and the vendor. Payment options should include check, cash or credit card. The key is for the vendor to establish a payment system that is simple and avoids any undue collection issues.

- **Pricing.** Some onsite dry-cleaning vendors will extend a discount of up to 20 percent to the participating company. This includes dry cleaning/laundry dropped off both onsite as well as offsite. Discuss this option with bidders as part of negotiating a favorable pricing arrangement.

- **Contract fee.** You can negotiate an arrangement with the vendor where the service provider pays a small quarterly or annual

fee for the exclusive rights to offer this service to your employees. These extra funds can be added to the budget to generate funds for more employee services programs.

### Conclusion

Providing employees with an onsite dry-cleaning/laundry service is simple to implement at virtually no cost to the company. In negotiations with potential suppliers, clearly communicate expectations in terms of service, when and where transactions take place, and structure the arrangement so that the vendor works directly with employees. Use the fact that you are providing the vendor with a large pool of cus-

tomers to negotiate a special discount price. Soon, employees will come to appreciate this little "pick-me-up." **esm**

---

*Michael P. Scott is president of the Nevada Star Frontier Exchange, Carson City, NV, a strategic communications firm that assists individuals and organizations in reaching new frontiers of success. He can be reached at [nevadastar4@earthlink.net](mailto:nevadastar4@earthlink.net).*



### **ESM Association Headquarters' Office**

#### **Member Services**

#### **Department**

Jean Wilson, director of  
Member Services  
(630) 368-1280  
FAX (630) 368-1286  
jeanwilson@esmassn.org

Jamie Sennett, manager of  
Member Services  
(630) 368-1280  
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jamiesennett@esmassn.org

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<b>Sunday Bridges to Balance Pre-Conference Workshop</b> <i>8:00 a.m.-4:30 p.m. Includes education, lunch and three take-home publications</i>	\$165	\$230

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# Awarding Results

Creating a culture of recognition based  
on goals and performance

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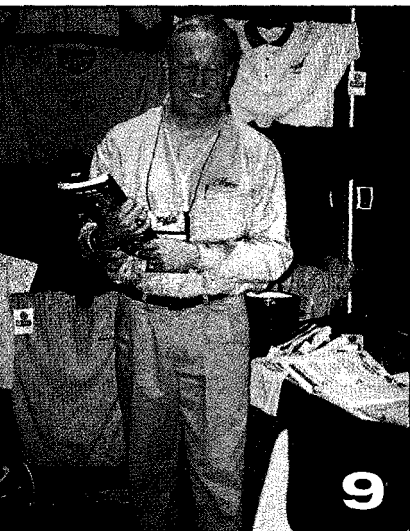
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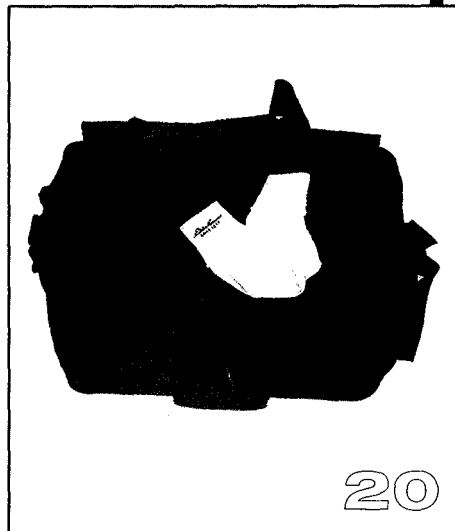
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## Features

### **12 Cover story:** **Focusing on results**

Companies can no longer afford to administer a multitude of miscellaneous recognition programs without a proven return on investment. Learn to structure a recognition program that boosts productivity by aligning rewards with company objectives.

### **16 Online surveys**

Smart employee services providers regularly conduct employee surveys to identify employees' needs and measure the effectiveness of existing programs. Learn how to choose the proper technology to administer employee surveys through the company's Internet or intranet site.

### **20 In the spotlight:** **Eddie Bauer's Family** **Friendly Program**

Eddie Bauer's dependent care services provide work/life solutions to its mostly female employee population.





## Recognition trends

Employees appreciate recognition for professional achievements

**T**his month's cover story, "Focusing on Results," by Michelle M. Smith, p. 12, highlights "performance-based awards" as the latest employee recognition trend. The article's main point is that low productivity, and other corporate financial issues, have caused the need for employee services providers to prove that their current recognition programs do more than just boost morale—they must also produce bottom-line results.

According to Employee Services Management (ESM) Association's *2002 Member Profile*, 87 percent of ESM Association member companies offer employee recognition programs including achievement awards, recognition awards, online recognition programs, and years of service awards. What's interesting is that 79 percent of these companies reward employees for years of service while only 56 percent reward employees for achievement.

The fact that employees are more commonly rewarded for years of service than achievement is surprising considering many companies have laid off employees, some before they even had the opportunity to work at the organization long enough to earn years of service awards. The company's resulting message to employees is, "Our company values longevity and loyalty to the company—hopefully you'll survive long enough to reap the rewards." At the same time, the unstable economy has redefined the term "career stability" to mean advancement within an industry rather than advancement within a company. Employers should recognize that achievement awards help employees reach "career stability."

Now, this is not to say that years of service should go unrecognized. Surely, working at a company for 10 years is impressive and awarding this accomplishment encourages retention. But, retention is a long-term goal that is achieved over time. So, in the mean time, why not identify short-term goals and use recognition programs to accomplish them?

In the October 2001 *ESM Magazine* article, "The Road to Good Health," author Chelle Pfiffner, MS, shared the story of how International Truck and Engine Corp., Warrenville, IL, set out to reduce healthcare costs by recognizing employees for becoming more physically fit. Pfiffner found research showing significantly higher healthcare costs per employee per year for workers with sedentary lifestyles versus active employees. This information convinced management to allow Pfiffner to implement employee wellness activities and award employees for participation. Over time, International Truck and Engine Corp. estimated healthcare cost avoidance savings at \$800,000 as a result of the activities and awards.

Employee services providers looking to refocus their recognition programs to be more performance based, should talk to management about the company's needs. Is productivity low? Are healthcare costs high? Identify an issue the company is facing and develop an employee services program that recognizes employees for meeting goals that help solve the company's dilemma. The result will be an inspired, productive workforce and an improved bottom line.

Renee M. Mula  
Editor

[reneemula@esmassn.org](mailto:reneemula@esmassn.org)

### Publisher

PATRICK B. STINSON

### Director of Communications

CYNTHIA M. HELSON

### Editor

RENEE M. MULA

### Editorial Assistant

CHRISTINA HIGBY

### Designer

DALE A. DODSON

### Advertising Sales Office

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(301) 924-4473

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E-Mail: [rhkruhm@mindspring.com](mailto:rhkruhm@mindspring.com)

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employee services management

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Suite 207, Oak Brook, IL 60523-2371

[esmahq@esmassn.org](mailto:esmahq@esmassn.org) • [www.esmassn.org](http://www.esmassn.org)



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2211 York Rd.  
Suite 207  
Oak Brook, IL  
60523-2371  
(630) 368-1280  
(630) 368-1286 FAX  
<http://www.esmassn.org>  
[esmahq@esmassn.org](mailto:esmahq@esmassn.org)

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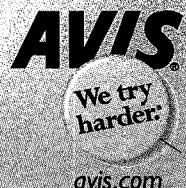
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Employee Stores  
**Community Service**  
 Convenience Services  
 Dependent Care  
 Recreation Programs  
 Recognition Programs  
 Special Events  
 Travel Services  
 Voluntary Benefits  
 Wellness

## Disaster preparedness

### Tips on preparing employees for disasters at work and at home

By Melanie Schulte

Each year, natural and manmade disasters provide incredible challenges to the American public. Last year, the American Red Cross, Washington, DC, spent \$69.3 million dollars on disasters outside of the terrorist attacks. In June of 2001, Tropical Storm Allison swept through seven states, affecting more than 40,000 families. Although the American Red Cross received \$14.7 million in support, costs amounted to \$30 million. The American Red Cross responded with 7,000 local volunteers who opened 69 shelters and served more than 2.2 million meals, in addition to providing casework services to 24,000 families.

According to Harold Decker, CEO, the American Red Cross, "Each year, the Red Cross must respond to 67,000 disasters in communities large and small nationwide. Many of these tragedies affect only one family, but a fire that destroys one home is just as devastating to that family as a hurricane that seizes media attention and causes wider damage." This article offers tips to employee services providers responsible for implementing disaster preparedness programs at their organizations and to employees who want to develop a home disaster preparedness plan for their families.



### Employee training resources

A primary component of an organization's Disaster Recovery Plan (See Sidebar A, p. 6) should be the education and training of employees in handling the non-worksite portion of disaster recovery. Employee services providers may decide to disseminate information to employees via fact sheets, with bullet points on the steps to follow for major disasters (floods, hurricanes and tornadoes) and emergencies such as fires.

An employee services provider can contract a local chapter of the American Red Cross to arrange for



## Sidebar A

### Disaster Recovery Plan Checklist

*Planning ahead for disasters makes a company better prepared to provide rapid response and recovery measures for both business and employees' personal losses. A Disaster Recovery Plan should include the following components:*

- ☐ A formal, published plan that is distributed to every employee
- ☐ A Planning and Response Committee that determines the appropriate responses, drafts the plan and updates the information regularly
- ☐ The phone numbers of local American Red Cross Chapters
- ☐ Disaster drills to test the plan's efficiency and effectiveness
- ☐ A Risk Assessment Survey used to analyze the safeness of company buildings and grounds
- ☐ Prioritization of the critical needs and/or systems of both employees and operational recovery
- ☐ An offsite phone service to direct employees in the event of an emergency
- ☐ Plans and processes to respond to both wide-scale and individual emergencies and disasters
- ☐ Employee Disaster Recovery Plan training, including chain of command, notification method, safe locations, and evacuation procedures
- ☐ Regularly scheduled fire drills with mandatory participation

an onsite disaster preparedness presentation and employee training session. Oftentimes, training resources are also available through the community's park district. Both training resources are structured to help employees prepare for any type of emergency or disaster. Consider sharing the following information with employees to get them thinking about disaster preparedness at work and at home:

**Establish a communications plan:** Employees should choose a family contact person and make sure that all family members have that person's correct contact information (phone number, pager number, cell phone number, and e-mail address).

**Choose a meeting place:** It is important for companies and individual families alike to establish a meeting place. For fires, the designated location should be outside

of the home and away from the fire. In businesses, preappoint an employee from each department the responsibility of determining if their workgroup safely evacuates.

**Assemble a Disaster Supplies Kit:** The kit should include bottled water, a First-Aid kit, blankets, a portable battery-powered radio, flashlights, and candles. Families should be aware of their children's school disaster plans, keep their contact information current with the school and provide authorizations on who school authorities may release the child to during an emergency.

**Prepare evacuation procedures:** Employees should develop and discuss with their families an evacuation procedure that includes a disaster plan for pets (carrying cages and food supply). If the emergency permits:

- Call the family contact person (someone outside the immediate family)

- If instructed, shut off water, electricity and gas
- Stay tuned to local news stations during disasters
- Follow emergency instructions
- Wear/take appropriate clothing
- Take the Disaster Supplies Kit
- Lock the house
- Evacuate pets
- Use approved travel routes

#### **"Shelter in place" procedures:**

Follow the advice of local officials if a disaster strikes and the workforce or family is forced to "shelter in place" rather than evacuate. Use flashlights or light sticks instead of matches, candles and electrical switches. Do not turn off utilities unless there is suspicion of a gas leak or you are instructed by officials to do so.

If the disaster strikes at home, confine or secure pets, call the designated contact person and check on elderly or home-bound neighbors. If a disaster or emergency occurs at work, follow the established Disaster Recovery Plan.

### Conclusion

Although emergencies and disasters are unpredictable, planning and preparation can lessen the toll of human suffering and length of recovery time. The American Red Cross not only provides disaster response to individual families, communities and workplaces, but it also provides disaster preparedness training. Being prepared is the best service an employee services professional can provide to employees when disasters and emergencies strike. **esm**

*Melanie Schulte is director of Human Resources for the San Antonio Area Chapter of the American Red Cross. She can be reached at (210) 224-5151 or [SchulteM@usa.redcross.org](mailto:SchulteM@usa.redcross.org).*



employee services management

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Employee Services Management (ESM) Association, formerly the National Employee Services and Recreation Association (NESRA), is a nonprofit association that serves as an information resource network for over 3,000 members nationwide. These members are responsible for implementing and maintaining a diverse range of employee services. ESM Association believes that employee services, as practical solutions to work/life issues, are essential to sound business management. These programs improve relations between employees and management, increase overall productivity, boost morale, and reduce absenteeism and turnover. The association produces a magazine, *Employee Services Management*, offers resource information, hosts a National Conference & Exhibit and has nearly 50 local Chapters, plus much more.

**To receive information about becoming a member of ESM Association, contact:**

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## A note to exhibitors

**Thinking of trimming your exhibit show budget? It pays to attend ESM Association's 61<sup>st</sup> Annual Conference & Exhibit**

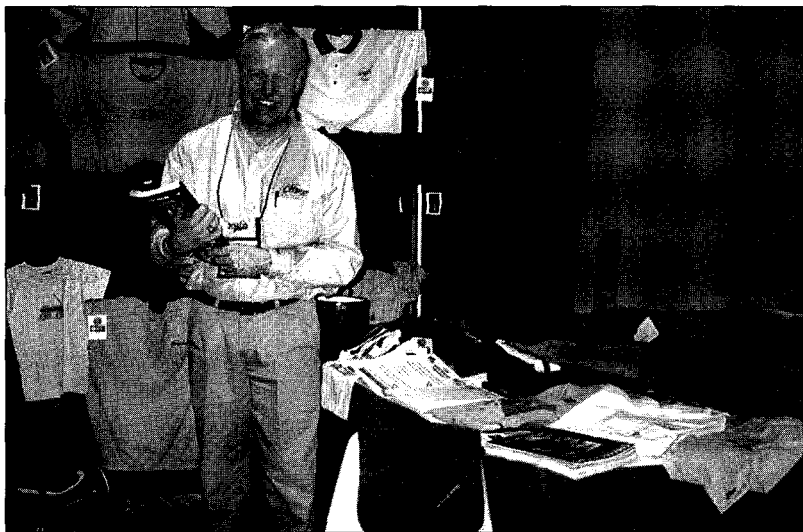
By Susan A. Friedmann

**W**henever a recession threatens the economy, companies immediately look at where they can cut budgets. Without much forethought, the first item to hit the block is inevitably training, followed closely behind by marketing. Why? Both are viewed on the balance sheet as expenditures rather than income generators, so obviously they're hot contenders for elimination.

This is a myopic way of thinking, especially for companies who want to remain competitive in the employee services industry. When ever highs exist in the marketplace, lows are inevitable. What can you do to maintain a steady balance instead of basing your spending on economic changes? Marketing and training are definitely keys to your success, so let's examine five benefits and how they relate to participation at ESM Association's 61<sup>st</sup> Annual Conference & Exhibit.

### **Exhibit competitiveness**

To be a contender in the employee services marketplace and establish a vanguard positioning, you have to show up come rain or shine. ESM Association's 61<sup>st</sup> Annual Conference & Exhibit signifies an essential marketing strategy when it comes to visibility. Your

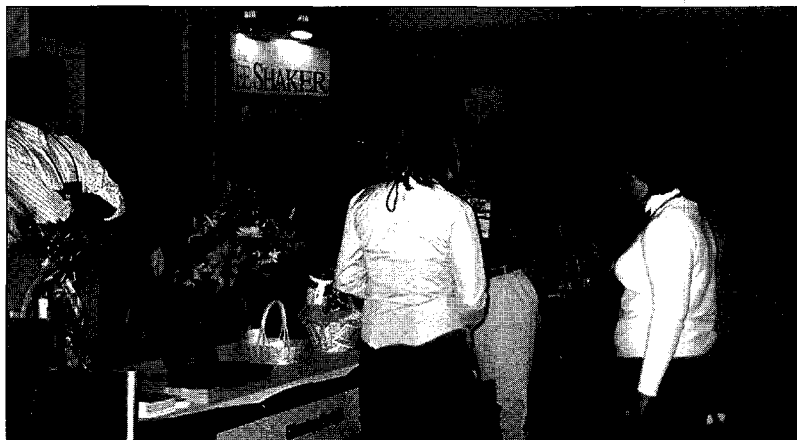


**Make ESM Association's 61<sup>st</sup> Annual Conference & Exhibit a major promotional strategy for your company.**

presence demonstrates that you are a serious player in the industry. However tough, it's important to keep ESM Association's conference as a major promotional strategy.

Consider reducing space rather than completely pulling out of the show. Unfortunately, if you stop exhibiting completely, the "buzz" on the Exhibit Hall floor will be





**Attendees expect detailed facts that help them decide if an exhibitor's services fit their employees' needs.**

that you must be in financial trouble. This statement may be false, but the attendees' perceptions are the reality they believe. As the old adage states, "Out of sight, out of mind." Since impact is a key factor to exhibiting, if you're not seen, how can you possibly make an impact on the employee services market?

### **Analyze weakest links**

Exhibit shows can be viewed as weak budgetary links when employees spend excessive amounts of money networking at the finest restaurants and ordering the highest-priced items just because the boss is paying. Most employee services providers don't expect to be wined and dined before choosing to partner with a supplier. They are more interested in detailed facts that will help them decide if an exhibitor's services fit their employees' needs. Consider setting up a per diem allowance and hold employees accountable for expenses. You might even reward them with the difference if they under spend their stipend.

### **Focus on long-term results**

Investing in both marketing and training means that you're interested and willing to focus on

long-term results. Neither is designed to provide a "quick fix," yet using them continuously in an organized and planned manner will produce results. Marketing and training are like a dripping faucet—so long as the drops constantly fall into the tub, it will fill up. However, if you maintain a "turn on, turn off" approach—that is, train and market in times of plenty and discontinue when there's a shortage—then your results are likely to mirror your actions. Avoid the highs and lows by achieving operational equilibrium. Develop a consistent marketing and training strategy.

### **Inspire loyalty**

Some companies are reluctant to invest in training employees for fear that once trained, they'll leave for "greener pastures." Since there are no guarantees in life, investing in professional development is always a risk. Yet, that doesn't mean you shouldn't develop employees to be the best they can be. Employees leave a company for several reasons. They might be frustrated or stressed. They might feel unappreciated or undervalued. It could be that they believe the company is heading for an iceberg and they

want to "jump ship" before it sinks. Training helps inspire loyalty, thereby increasing retention.

### **Improve performance**

When both sides share the same goals and ideas, the company will be on the track to success. What better place than the Exhibit Hall floor to demonstrate this mentality. Your exhibit staff represents the internal customer-service team and serves as the company ambassador. They stand for the entire organization. These people have the awesome responsibility of making or breaking future relationships with attendees, prospects and customers. Their attitude, body language, appearance, and knowledge help create positive or negative perceptions in the minds of visitors. Make sure they're well trained and can perform what you expect of them. Training shows that you recognize your team's importance in the company and look to develop their skills to improve performance.

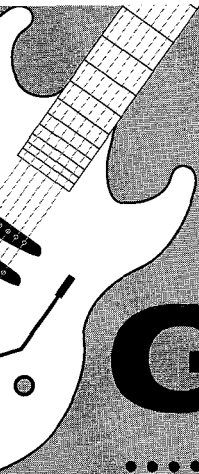
### **Conclusion**

Exhibiting at ESM Association's 61<sup>st</sup> Annual Conference & Exhibit should be a powerful extension of your company's marketing strategy and you should treat your employees as the backbone of the company. Eliminating marketing and training budgets during times of recession is profitability suicide. Consider looking at other places to make those cuts!

**esm**

*Susan A. Friedmann, CSP, The Tradeshow Coach, Lake Placid, NY, works with exhibitors and show organizers to improve their tradeshow success through coaching, consulting and training. For a free copy of Exhibit Smart Tips of the Week, e-mail [susan@thetradeshowcoach.com](mailto:susan@thetradeshowcoach.com) or visit [www.thetradeshowcoach.com](http://www.thetradeshowcoach.com).*





# *ESM Auctions Offer* **Great Finds!**

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*Bid on rare merchandise, exciting trips and beautiful jewelry at ESM Foundation's Silent and Live Auctions!*

In 2001, conference attendees bid on fabulous treasures such as a laptop computer; a guitar autographed by award-winning singer-songwriter John Cougar Mellencamp; a trip to the Bahamas; a football helmet autographed by football legend Joe Namath; his and her watches; and a jersey from the hit television show *The Sopranos*. This year's auction promises even more exciting items:

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- *Jewelry*
- *Chapter Gift Baskets*
- *Vacations*

The Silent Auction will be held during Exhibit Hall hours and the Live Auction will occur during the Closing Brunch at ESM Association's 61st Annual Conference & Exhibit at the Town & Country Resort & Convention Center in San Diego, CA. The money raised will help fund the ESM Foundation—the only research organization dedicated to the employee services field.

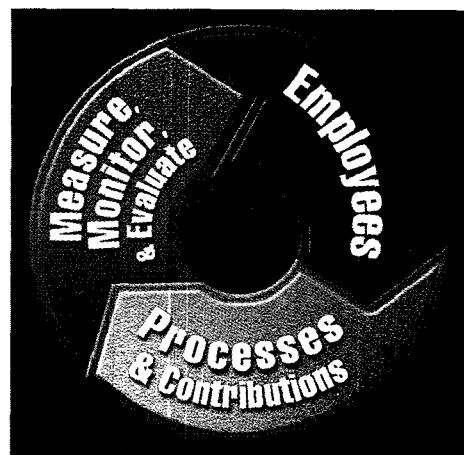
If you are interested in donating items for the auction, contact Chuck Bouchard, RVESRA, at (561) 398-0401 or (603) 755-2004.

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# Focusing on Results



## How to build a performance-based corporate culture

By Michelle M. Smith

**L**ow productivity is one of the most pertinent issues facing today's workforce. Last year, American employees' productivity dropped at an annual rate of 1.2 percent—the biggest drop in eight years. The decline was bigger than analysts predicted and the largest since 1993, when productivity fell at a rate of five percent (*Productivity Posts Big Decline*, Associated Press, June 5, 2001). This decrease poses a serious problem to businesses already concerned with the bottom line.

Further compounding productivity and profitability issues are the events that took place on September 11. This date negatively impacted the American workforce from both a morale and productivity standpoint. Motivating employees and restoring previous levels of productivity is one of 2002's most-discussed business topics. For employee services providers, the situa-

tion poses an opportunity to demonstrate how employee services and work/life programs make sound business sense.

With more organizations trying to do more with less, it's important for businesses to achieve a maximum return on investment (ROI) in their people. Nothing drives revenue, cost savings or profitability like motivated,



content employees. When a corporation fails to motivate employees, those who don't feel appreciated and properly acknowledged become a liability to the company. Productivity drops and both voluntary and involuntary attrition soars. Conversely, a work environment that satisfies employees' personal and psychological needs is conducive to increased productivity. Although many employee services programs help boost morale and productivity, incentive and recognition programs are gaining notoriety in providing a solid return on investment.

### **Incentive and recognition**

When executives and benefits and compensation professionals discuss motivating employees, the conversation typically turns to 401K plans, healthcare plans, stock options, and other traditional vehicles. Only recently have incentive and recognition programs been mentioned in a similar context, although most companies have at least one type of performance-related program.

Incentive programs are no longer just for the Sales Department. In fact, modern-day incentive and recognition programs serve as methods for raising overall employee productivity. When leveraged properly, they are excellent vehicles to inspire employees from all departments and improve partnerships with suppliers, dealers and distributors.

Even in a slow economy, when layoffs are prominent, businesses need to retain their best and brightest workers. Employees left standing after a workforce reduction are oftentimes just as devastated as the laid-off employees, presenting a serious dilemma for corporations. Managers are forced to do more with less, often with a less-motivated staff. Yet, they must increase overall productivity and revenue to survive. How do managers motivate disgruntled employees when restricted cash flow prohibits them from offering traditional compensation benefits?

The answer is to appeal to an employee's need to feel appreciated by offering them a full spectrum of employee services programs, giving them increased visibility within the organization and recognizing their accomplishments with non-cash incentives that carry a "trophy value." In implementing employee services and non-cash incentive programs, corporations get the best value out of existing employees without breaking the bank. Incentive and recognition programs create a culture of recognition, one that is based on performance and focused on reaching particular business goals.

### **Aligning goals**

Aside from monitoring performance, there are many other reasons businesses should initiate incentive and recognition programs. For example, safety programs



have long been in place to prevent costly mistakes that put employees' safety or the environment at risk. Suggestion programs are an excellent means of ferretting out better business practices. Some companies offer wellness programs that encourage people to quit smoking or lose weight to save on healthcare and insurance-related costs. Corporations that benefit from employees achieving specialized degrees or training offer expanded on-the-job education. Furthermore, incentive programs that encourage employees to show up on time and every day reduce absenteeism and turnover. The proven—and substantial—ROI achieved from these programs verifies the significance of implementing even the simplest of incentive programs to align corporate goals with employees' individual goals.

### **The psychology**

Most companies can do a better job of recognizing employees and maximizing performance. By putting the spotlight on employees who perform, a company not only encourages them to repeat their actions, but also advocates productive behavior from all employees. Many times, managers recognize employees in private due to fear that praising star employees openly leads to a perception of favoritism or exclusivity. Recognition needs to happen across all levels of an organization and in a consistent manner—not just from management down to the staff. Peer to peer incentives prove just as valuable in building loyalty and goodwill within the ranks.

Linking the actions of employees to a company's performance is one of the most fundamental building blocks of a performance-driven culture. The overall mission is to foster a better link between each employee's daily routine and the overall business goals—be it revenue, safety or customer satisfaction. Oftentimes, employees are not aware of how their individual actions relate to broader company goals. What's needed to create this corporate culture is a communications campaign designed to speak to the business initiatives of the company, but even more



### MEET THE AUTHOR

**Speaker:** Michelle M. Smith  
**Event:** ESM Association's 61<sup>st</sup> Annual Conference & Exhibit  
**Date:** Tuesday, May 21, 2002  
1:15 p.m.-2:30 p.m.  
**Location:** The Town & Country Resort & Convention Center, San Diego, CA

#### **ROI—How to Save Big Through Incentives & Recognition**

This presentation offers specific opportunities to achieve, measure and prove return on investment (ROI) in a variety of programs. Smith will share extensive examples, research data, tools, and proven results that audience members can immediately apply to their programs. Learn how to structure performance recognition programs to address strategic business issues. Discover how to calculate ROI results to build a compelling case for senior management support.

*See p. 29 to register*

importantly, to how everyone has a role in meeting those initiatives. The new economy is defined by ever-changing business goals, so a new protocol is required to communicate company objectives and employee accountability.

#### **Proving ROI**

In an economy where programs without proven ROI are readily dismissed, it's surprising that some employee services providers manage expensive recognition programs without taking accurate measure of their effectiveness. Many companies run a number of disparate programs spanning the enterprise with little insight into how much each program costs the company each year. This approach of having every department create rewards and recognition for its own business unit makes it difficult to factor ROI.

Running incentives manually can be cost-intensive and an administrative nightmare. They're typically paper-based, require several people to administer and place little emphasis on results. Running a multitude of miscellaneous incentive programs also undermines the

overall performance-based culture mentioned earlier. Recognition programs should counteract divisiveness, not encourage it.

Most employee services providers have a holistic view of their organizations because they oversee a variety of programs and interact with almost every department in the company. This over-arching view can prove invaluable in designing a well-balanced corporate-wide recognition program. Although the idea of running a program throughout the entire organization sounds overwhelming, many companies are using software to successfully manage their enterprise-wide incentive and recognition programs. Utilizing a universal program customized to specific company goals helps maximize the return on the incentive investment. It also gives insight into individual and departmental performance, and the progress of the company as a whole. In a slow economy, linking a recognition program to measurable activity costs and observing how it helps overall human-capital-management costs will cement the CEO's support for additional employee services initiatives in the future.

#### **Conclusion**

In today's economy, the threat of low productivity may force companies to implement strategies that hold employees accountable for meeting business objectives. Most employee services providers already understand that providing recognition in a consistent and systematic manner motivates employees to succeed. In 2002, set a goal to restructure your program to boost productivity by aligning recognition with company objectives and employees' personal goals. Linking employees' actions to overall company performance and proving ROI will create a motivated and efficient workforce.

**esm**

*Michelle M. Smith is vice president, Strategic Sales, for San Francisco-based Bravanta, a full-service Business Performance Solutions innovator. She is on the Board of Directors of both the Incentive Marketing Association and the Online Incentive Council and can be reached at (626) 796-5544, Msmith@Bravanta.com or www.Bravanta.com.*



ESM Association's 61<sup>st</sup> Annual Conference & Exhibit presents

# Strategic Networking Forums

## Date

Monday, May 20, 2002  
Wednesday, May 22, 2002

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## Schedule of Events

Join your peers in a small-group setting for extensive networking, benchmarking and learning opportunities. Tenured employee services providers will lead discussions on timely topics. Attendees will participate in two Strategic Networking Forums per session with each discussion held in a separate room.

---

### May 20, 2002

#### 1. A Year in Review, The Impact on Employee Services Programs

*Topics include:*

- Programming Challenges
- Employee Management
- Security
- The Economy's Effect on Services

#### 2. Trends in Onsite Health and Wellness Benefits

*Topics include:*

- Health Fairs
- Seminars
- Screenings

#### 3. Promoting Your Programs to Employees

*Topics include:*

- Communications
- Promotions
- Multiple Locations

#### 4. Volunteers

*Topics include:*

- Boards
- Programs
- Volunteer Recognition
- Awards

#### 5. Managing Employee Groups/Clubs

*Topics include:*

- Travel
- Athletics
- Bands
- Support Groups
- Education

#### 6. Operating on Reduced Budgets

*Topics include:*

- In-Kind Services
- Cost-Cutting Tips
- No-Cost Services

#### 7. Ask the Experts

*Topics include:*

- Your Needs and Challenges
- Personalized Advice
- Q & A

### May 22, 2002

#### 1. Employee Services and the 24/7 Workforce

*Topics include:*

- Work/life Balance
- Accommodating Shift Workers
- Convenience Services

#### 2. Community Services

*Topics include:*

- Blood Drives
- Community Events
- Fundraising for Charities
- United Way Campaigns
- Recruiting Volunteers

#### 3. Recreation, What's In and What's Out

*Topics include:*

- Recreation Facilities
- Latest Sports Trends
- Latest Fitness Trends

#### 4. Special Events

*Topics include:*

- Celebrations
- Theme Ideas
- No-Occasion Special Events
- Diversity

#### 5. Ask the Experts

*Topics include:*

- Your Needs and Challenges
- Personalized Advice
- Q & A



# Online Surveys

## Using Internet technology to assess employees' needs

By Hollis Thomases

**E**mployee services providers use surveys to learn workers' perceptions of their employee programs. They also use them to find out employees' opinions about future services before investing time, energy and money into implementation. With more companies using technology to communicate with employees, it makes sense to administer employee surveys online. Making a conscious effort to choose the most appropriate survey design, type of questions and careful wording can make a difference in the survey results. Follow these guidelines to implement an effective online survey on the company's Internet or intranet site.

### **Establish goals**

Before focusing on the details, establish the survey's basic goal. Define a problem the company wants to solve or a hypothesis it wants to affirm. Then, determine exactly what information is needed to glean answers. Unlike quick polls, surveys collect more in-depth information. For example, a survey can identify:

- Participant demographics such as age, sex and location.
- Their attraction to the company and specific programs.
- Likes/dislikes regarding program offerings and procedures.



Determining your expectations of the survey results and how you plan to apply the data to new initiatives is crucial. Plan to collect employee demographic information to obtain the most current statistics. Decide what you need to know about the employees' lifestyles and ask them how they will respond to specific program changes.

In addition to thinking through the data application, assure survey validity by anticipating participants' needs. Michael Wexler, director of research, E-Dialog, a Lexington, MA-based online survey company, recommends asking yourself these questions before conducting an online survey:

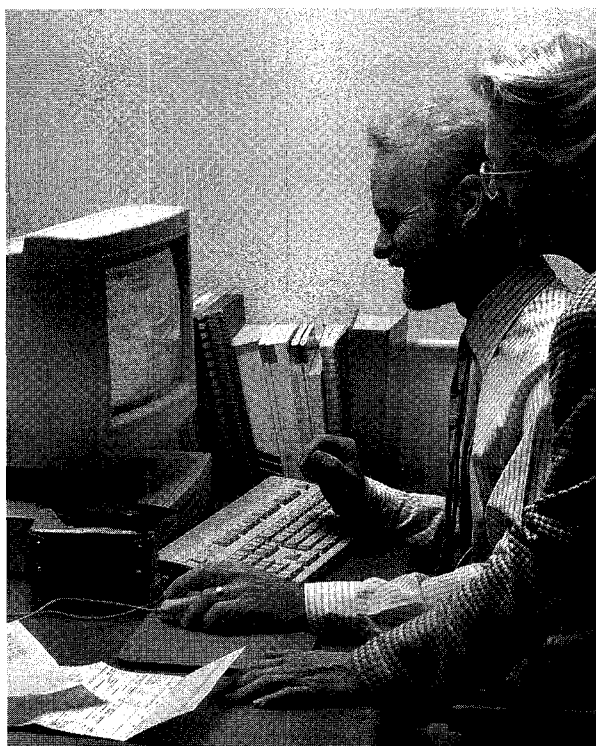
1. If the respondent has a question, who can they turn to for technical concerns or feedback about the online survey process?
2. What alternative response channels will be provided to participants without computer access?
3. How will the gathered data be used and to what extent will it be disclosed to participants?

### Creating an online survey

Once establishing the survey's goal and the respondents' needs, it's time to choose a method for creating the survey. Evaluate the resources available for this project to determine if you will write the survey script in-house, use an off-the-shelf Applications Service Provider (ASP) solution or hire a professional market research firm to custom design the survey instrument. In some cases, outsourcing the survey administration to a third party is best. Wexler explains, "Survey experts spend years learning careful wording of questions, how to write an invitation, how to handle privacy, and how to control a slew of variables which can all make survey results non-interpretable."

While market researchers may initially seem expensive, try weighing the initial cost of having a firm design and distribute the survey against spending staff time doing so. Also, consider that a poorly-worded or distributed survey wastes time and money. Market research firms are trained to deliver unbiased, empirical results that can be duplicated.

If you cannot afford to hire a professional market research firm, there are a variety of ASP surveys produced by firms available to help you craft a survey. These web-enabled applications are available via the Web through developers such as SurveyTrends, Zoomerang and Insight Express. Although these programs are not customized, the models assist with the survey's technical execution. With an ASP, the experts have already developed the back-end technology that allows a survey to work off the company's website.



By using their technology and implementing it on the website, you can reduce technical support costs.

### Writing a solid survey

If the situation calls for writing the survey in-house, be aware that it is less likely to yield scientific data. However, following this advice will guide the survey writer in the right direction:

**1. Keep it short.** Strive to create a concise and carefully-crafted instrument that gathers the exact information needed. If the survey has too many extraneous questions, a respondent can lose patience and stop filling it out, or worse, fill in bogus information just to get through it.

**2. Choose the correct type of questions.** Questions should be consciously written either "close-ended" or "open-ended." Use close-ended questions when you want respondents to choose among listed responses. The object is to gather quantitative data. "Yes/No" answers, multiple choice and "Rate on a scale of 1 to 5" are examples of close-ended questions.

Gather subjective feedback by using open-ended questions. Open-ended questions cannot be answered in just one word or selection. Instead, open-ended questions such as, "What do you think about...?" or "Describe any improvements..." encourage free-flowing opinions. They may reveal information you hadn't even thought to ask.

**3. Assume nothing.** For example, just because you think that the shopping experience on your site is confusing, doesn't mean that employees find it confusing. The question should be, "How would you describe the



## Online Surveys

online shopping experience?" *not* "Please check all the areas in which the online shopping experience is confusing." You don't know what employees think about the shopping experience—that's why you're doing a survey. Don't allow assumptions to color questions.

**4. Avoid bias.** Open-ended questions are different than leading questions, which can intentionally or unintentionally lead a respondent to answer a question a certain way. A survey is successful if it collects accurate and truthful data. You can make better decisions if respondents tell you what they think, rather than what you want to hear. Leading questions may deliver desired responses, but they probably could not be replicated if presented in an unbiased fashion.

### Conclusion

Create an effective online survey by taking the time to develop the goals of the survey, define the information necessary to collect and determine how you will use the data to create change. Then, investigate

whether to develop the survey in-house, use a template or hire a market researcher to create a custom survey. Knowing who your employees are and what they want is the key to providing quality services.

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*\*2002 Hollis Thomases, consultant, Internet marketer and public speaker. Thomases is president of WebAdvantage.net, an Aberdeen, MD-based creative online marketing, promotions and public relations firm specializing in building and implementing Internet strategies. She can be reached at (410) 297-9495 or [hollis@webadvantage.net](mailto:hollis@webadvantage.net). To receive free weekly marketing tips via e-mail, visit [www.webadvantage.net](http://www.webadvantage.net).*

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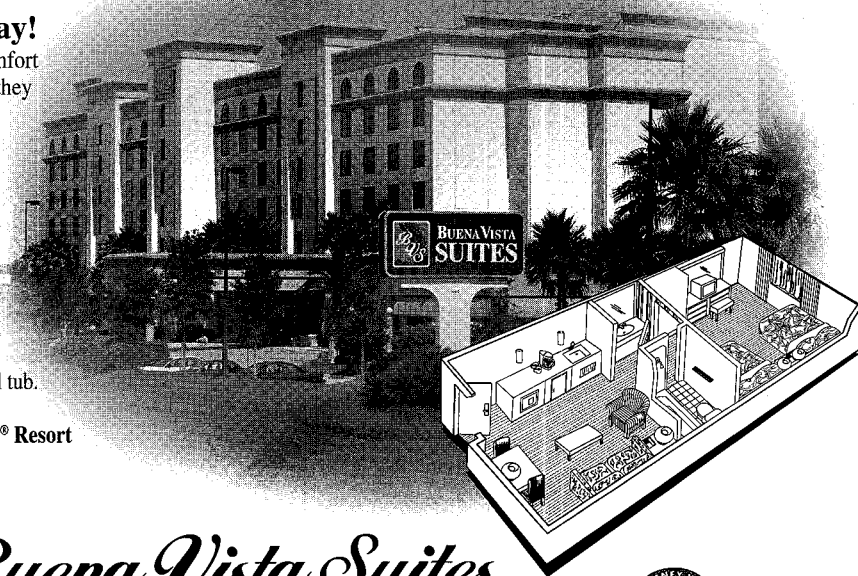
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# In the Spotlight

**Eddie Bauer, Inc.'s Family Friendly Program provides a variety of dependent care services to its mostly female employee population**

By Christina Higby

## **Vital Stats**

**INTERVIEW WITH:** Karl Weiss, manager, work/life and recognition, and volunteer ESM Association representative through the ESM Association Greater Seattle Chapter

**COMPANY:** Eddie Bauer, Inc.

**LOCATION:** Redmond, WA

**BUSINESS:** Retailer of clothing, accessories and home furnishings

**EXPERIENCE:** Weiss has worked at Eddie Bauer, Inc. for 13 years with three years as manager, work/life and recognition

**NUMBER OF EMPLOYEES:** 1,000 in Redmond, WA, and 13,000 nationwide

**EMPLOYEE SERVICES:** Community services, dependent care, convenience services, recreation programs, recognition programs, special events, travel services, voluntary benefits, and wellness programs

**FACILITIES:** Basketball court, fitness facility and walking/jogging path

**SPOTLIGHTED EMPLOYEE SERVICE:** Dependent care



In the early 1990s, management at Eddie Bauer, Inc., Redmond, WA, decided to evaluate its employee demographics to move their employee services program forward, recruit and retain top employees and become known as an employer of choice. During their analysis, they realized that 70 percent of the employee population are middle-aged women with children and/or elderly parents. To best meet their needs, management approved the implementation of a Family Friendly Program geared toward saving employees time and balancing their work and personal lives. Today, the program includes Childcare and Eldercare Resource and Referral Services, Mildly Ill Backup Childcare, onsite New Mothers' Rooms, and a childcare program for traveling parents.

### **Childcare services**

Karl Weiss, manager, work/life and recognition, Eddie Bauer, began a partnership with La Petite Academy, Inc., Overland Park, KS, about a year and a half ago to offer Eddie Bauer employees with children ages 2-12 years old a 10 percent discount on full-time childcare tuition. To meet the needs of traveling employees, the program includes the Passport Program, which provides childcare to Eddie Bauer employees traveling with their children to destinations, such as Orlando, Las Vegas, New Orleans, and Los Angeles, where La Petite has facilities. Parents pay an annual membership fee and a daily rate when utilizing the childcare facility while traveling on business or vacation. The membership fee is waived if the child is already enrolled in the Academy full time. Employees can call or e-mail La Petite directly to enroll their children or sign up for the Passport Program. Enrollment costs vary by location, but Eddie Bauer employees are eligible for the 10 percent full-time enrollment discount at all locations.

Eddie Bauer has a lenient sick-leave policy to allow and encourage parents with ill children to stay home to care for them. To help shorten their time away from work, the company offers employees Mildly Ill Backup Childcare when children are not 100 percent healthy, but parents need to return to work. Parents are permitted to take advantage of these services four times each calendar year. Employees using Eddie Bauer's Mildly Ill Backup Childcare are reimbursed 50 percent (up to \$30 a day) after submitting receipts to the Human Resource Department.

### **Resource and referral**

In areas where La Petite services are not available, Eddie Bauer provides employees with childcare information and solutions through the Childcare Resource and Referral Program, outsourced to Working Solutions, Portland, OR. With this service, Eddie Bauer pays for employees to have access to resources and information about daycare, after-school programs, schools, day camps, counseling, and

colleges for their children. The program provides comprehensive domestic and international resources for the care and education of children from birth to 18 years old. Employees also have access to an Adult/Eldercare Resource and Referral Program offering similar information and services.

### **New parents services**

Eddie Bauer also offers several services for new parents. Based on employees' needs, Eddie Bauer added the first of three New Mothers' Rooms in 1995. Each room is designed for comfort and privacy with a sofa, lockers, small refrigerators, and a breast pump for new mothers continuing to nurse their babies after returning to work. This service is available to employees at no cost and for unlimited use.

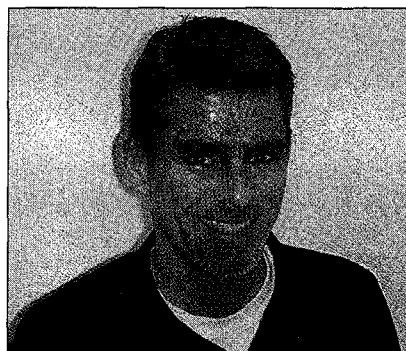
Eligible employees can receive adoption assistance of up to \$2,000, and all new parents receive an Eddie Bauer diaper bag and baby socks. Eddie Bauer's Home and Healthy Program provides a free in-home visit from a registered pediatric nurse who checks on the health of the new mother and baby.

### **Why Family Friendly?**

Eddie Bauer's large female population prompted the organization to implement the Family Friendly Program, but Weiss is always looking for new program ideas to save all employees time and help them balance their work and personal lives. Weiss often benchmarks with ESM Association members, investigates the programs they offer and decides whether or not to implement them at Eddie Bauer. In 2001, he held two focus groups on family-friendly programs and childcare, each attended by about 20 employees. Weiss realizes that the Family Friendly Program helps improve production and gain recognition for Eddie Bauer, but he also works to implement these programs because employees need and appreciate them.

### **Learning about the programs**

The Eddie Bauer intranet site has a Work/Life Section for information on new programs and happenings. Under Work/Life, the Family Friendly Program Section



**Karl Weiss,**  
manager,  
work/life and  
recognition,  
Eddie Bauer, Inc.,  
Redmond, WA.





All new parents receive an Eddie Bauer diaper bag and baby socks.

showcases program features and links to La Petite Academy and Working Solutions' websites for more resources and information. Weiss promotes new programs and events through the monthly corporate newspaper. Inquiring employees can call the Human Resource Department's 800-number with questions, concerns and detailed program information. All of the

Family Friendly Programs are listed in a benefits book that new Eddie Bauer employees receive at orientation. The company sends expecting and adopting parents a handbook with information about the services available to them.

### Conclusion

These days, employees are looking for employers who share their urgency to spend time with and take care of family through dependent care programs such as Eddie Bauer's Family Friendly Program. The program creates a caring corporate culture that effectively recruits and retains quality employees and positions Eddie Bauer as an employer of choice, which gives the company a competitive edge in slow economic times. **esm**

*Christina Higby is editorial assistant of Employee Services Management (ESM) Magazine, published by ESM Association, Oak Brook, IL. She can be reached at (630) 368-1280 or [christinahigby@esmassn.org](mailto:christinahigby@esmassn.org).*

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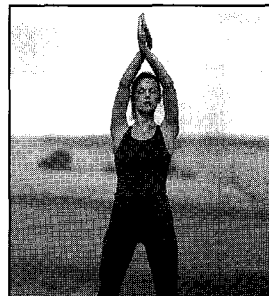
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# **Pre-Conference Workshop Bridges to Balance**



## **Date & Time**

Sunday, May 19, 2002  
8:00 a.m.-4:30 p.m.



## **Presenters**

Jim Battersby, adjunct faculty, California Polytechnic State University, San Luis Obispo, CA

Rick Griggs, president/author, Griggs Achievement, San Ramon, CA

Cathy Leibow, president/CEO, Family Care, Inc., Pleasanton, CA

## **Schedule of Events**

Registration	8:00 a.m.-8:30 a.m.
Welcome and Purpose of the Day	8:30 a.m.-8:45 a.m.
Bridges to Balance	8:45 a.m.-9:45 a.m.
24/7 Integration	9:45 a.m.-10:45 a.m.
Break	10:45 a.m.-11:00 a.m.
Group Story Feedback	11:00 a.m.-12:00 p.m.
Lunch Served	12:00 p.m.-12:45 p.m.
Obsessed, Possessed or Blessed	1:00 p.m.-2:00 p.m.
Trends, Resources, Legislation, Policies & Programs	2:00 p.m.-3:00 p.m.
Break	3:00 p.m.-3:15 p.m.
Achievement Factors	3:15 p.m.-4:15 p.m.
Announcements & Conclusion	4:15 p.m.-4:30 p.m.

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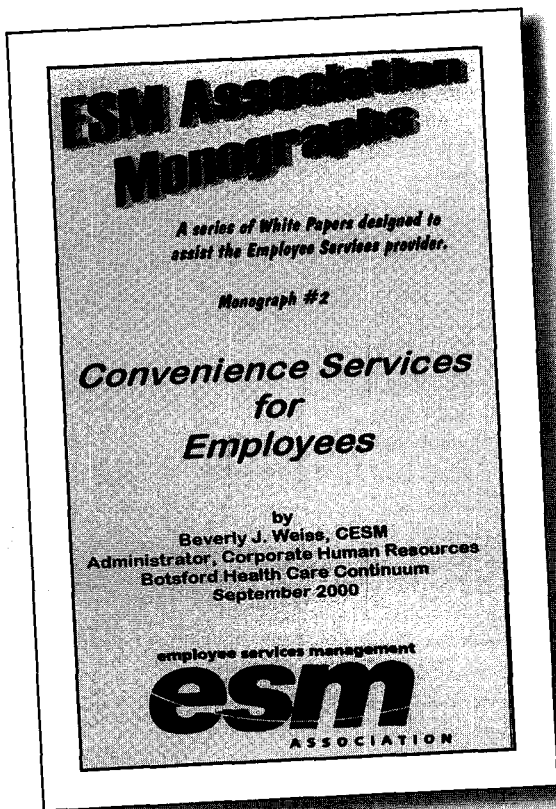
Each participant will receive *The Work and Family Survival Guide and Handbook*, used by companies, educators, students, professional child- and eldercare providers, and EAP counselors throughout the country. *Bridges to Balance* is a handy pocket-size guide to help you practice work/life balance everyday. Finally, attendees will receive a packet featuring trends, legislation, statistics, and summaries of the day's activities.

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CONTINUED FROM PAGE 28

## Your simple actions can deter workplace distractions and guide people to appropriate cell phone use.

### Eye for an eye

While two wrongs never make a right, sometimes people need a dose of what they're dishing out to understand the consequences of their actions. Since the rude cell phone user makes others feel uncomfortable, annoyed and even put out, use some subtle tactics to make this person feel your frustration. Intently stare at the loud cell phone talker, stand close to the user and pretend to listen to the conversation or make a loud verbal comment to someone in your party about the proper rules of cell phone etiquette. All these actions allow you to get your point across without directly confronting the talker. Very often when people feel uncomfortable or as if they're being singled out, they will stop the annoying behavior.

### Rudeness intervention

When you're at a public location, such as a business meeting or educational seminar, authority figures are usually present who can assist with stopping inappropriate behavior. If displaying rudeness is not your style, politely ask the meeting host or seminar facilitator to speak to the cell phone user and request that they take their conversation outside the room. This approach sends a clear message that a meeting is no place for cell phones.



feel unimportant and that we don't have your full attention" or "Your conversation sounds rather private. Maybe you shouldn't be discussing it in front of so many strangers." These phrases take the blame off the person and focus on the negative after-effects instead. If you don't feel comfortable verbally confronting someone, consider passing a note to the cell phone user that says similar sentiments.

### Conclusion

Before our society can regard cell phones as an unobtrusive daily necessity, everyone who uses them must adhere to cell phone etiquette rules. Unfortunately, those who break the rules often don't realize they're doing so. The next time you encounter an impolite cell phone user, let the person know that such behavior is unacceptable. Your simple actions can deter workplace distractions and

guide people to appropriate cell phone use. **esm**

### Direct confrontation

If authority figures are not present and the cell phone user is oblivious to your stares and comments, the last resort is to directly confront the person about his or her actions. When you do this, choose your words carefully. Rather than say, "You're being rude by using your cell phone now" or "Please stop talking so loudly," consider such phrases as, "When you answer your cell phone during a meeting, it makes the group

*Dana May Casperson, author of Power Etiquette: What You Don't Know Can Kill Your Career (AMACOM), speaks and trains on business etiquette, dress for respect, entertaining clients, and international etiquette. She can be reached at (707) 579-4367, danamay@authoritea.com or www.mannersplace.com.*



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**Is cell phone use detracting from your business meetings?  
Learn how to train employees to break bad cell phone habits**

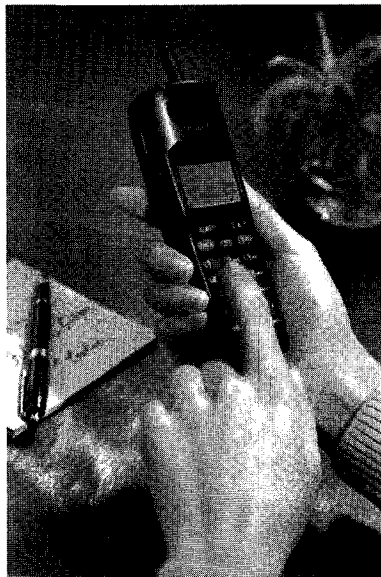
By Dana May Casperson

**W**hat's worse than a screaming baby at the next table while dining at an exquisite restaurant? A rude cell phone user who insists on "staying connected" during the most inopportune times. Whether a person keeps the cell phone ringer on during group meetings or talks so loudly into the phone that the entire establishment can hear the conversation, such a lack of courtesy can grate on the nerves of even the most tolerant people.

### Use common sense

As cell phones began gaining popularity as far back as 10 years ago, many authorities have expounded on the rules of cell phone etiquette. As a result, such phrases as "Turn off your ringer during meetings" and "Pull over while talking on the phone and driving" have become as popular as "Don't chew with your mouth open" and "Keep your elbows off the table." Unfortunately, as is the case with all etiquette rules, not everyone adheres to them regularly.

The fact is that abiding by cell phone etiquette rules is just as important as adhering to business meeting etiquette. Just as no



employee services provider would walk into management's office and "hi-five" the CEO prior to asking for funding to back a new program, no cell phone user should allow his or her modern day convenience to inconvenience others.

Despite all this common sense, many people still break cell phone etiquette rules daily. They allow their incoming cell phone calls to interrupt business transactions and they force all those around them to hear their "private" conversations. When these events occur, bystanders should respond and demonstrate their disapproval of the rudeness and that they won't tolerate disrespectful behavior any longer.

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**ESM Association's 61<sup>st</sup> Annual**  
**Conference & Exhibit**  
**Employee Services: Now more than ever!**

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Conference Registration Categories (Circle One)	Fee Prior to 4/1/02	Fee After 4/1/02
<b>ESM Association Organization Member</b> <i>Chapter, General, Individual</i>	<b>\$585</b>	<b>\$610</b>
<b>Register for the Conference and Join ESM Association Today!</b> <i>Includes membership through 12/02 for new Organization Members only</i>	<b>\$730</b>	<b>\$780</b>
<b>Associate/Supplier Non-Exhibiting</b>	<b>\$895</b>	<b>\$920</b>
<b>College Student</b>	<b>\$170</b>	<b>\$195</b>
<b>Retired ESM Association Member</b>	<b>\$125</b>	<b>\$125</b>
<b>One-day Registration</b> \$ _____ (day rate) X _____ (number of days) = _____ <i>Check dates of attendance</i> <input type="checkbox"/> 5/20 <input type="checkbox"/> 5/21 <input type="checkbox"/> 5/22	<b>\$260</b>	<b>\$285</b>

**SUBTOTAL: \$** \_\_\_\_\_

Additional Events (Circle Your Choices)	Fee for Members	Fee for Non-Members
<b>Tuesday Special Event</b> <i>Fee for transportation &amp; admin.</i> <i>Sponsored by the San Diego Zoo</i> 	<b>\$20</b>	<b>\$20</b>
<b>Wednesday Special Event</b> <i>Fee for transportation &amp; admin. Sponsored by Anheuser-Busch's SeaWorld</i> 	<b>\$20</b>	<b>\$20</b>
<b>Sunday Bridges to Balance Pre-Conference Workshop</b> <i>8:00 a.m.-4:30 p.m.</i> <i>Includes education, lunch and three take-home publications</i>	<b>\$165</b>	<b>\$230</b>

**TOTAL: \$** \_\_\_\_\_

**Submit a separate registration form for each person. Duplicate copies of this form will be accepted.**

Advance registration will not be accepted without full payment. Mail payment and registration form to: ESM Association Headquarters, 2211 York Rd., Ste. 207, Oak Brook, IL 60523-2371; or fax the registration form with your credit card information to ESM Association at (630) 368-1286. If you have a question, please call (630) 368-1280. Cancellation: Full registration will be refunded if written cancellation notification is postmarked on or before 4/1/02. After that date, a refund is not guaranteed. All room reservations must be made **directly** with the Town & Country Resort & Convention Center by calling (800) 772-8527. State that you are part of the ESM Association Conference. The ESM Association Conference room rate at the Town & Country Resort & Convention Center is \$129 per night (single or double occupancy). Our room block is limited. To insure room rate and availability, please make reservations before 4/15/02. Children under 16 will only be allowed in the Exhibit Hall on Wednesday, 5/22/02.

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# *ESM Association's 61st Annual* **Conference & Exhibit** *Employee Services: Now more than ever!*

Today's top companies credit employee services as the secret behind their productive and contented workforce. Work/life programs and convenience services help increase productivity, trim absenteeism costs and boost morale. Today's workers expect these services from their employers. Employee services providers, the managers of these services, use ESM Association's Annual Conference & Exhibit as their education tool and trends resource.

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ESM Association's Exhibit Hall features online services, ready-made programs, convenience services, promotional items, discounted travel attractions, and more.

### **EVENING SPECIAL EVENTS** (additional fee required)

Enjoy dinner, networking and private showings of the latest attractions at Anheuser-Busch's SeaWorld and the San Diego Zoo.

### **BRIDGES TO BALANCE PRE-CONFERENCE WORKSHOP** (additional fee required)

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employee services management

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See previous page to register



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March 2002

**Take Our Daughters  
To Work® Day**

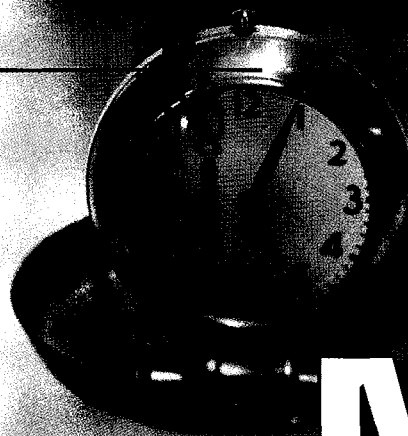
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**Top Employee  
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**Annual Conference  
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# Time Over Money

**The need for convenience is one of many  
buying trends affecting employee stores**

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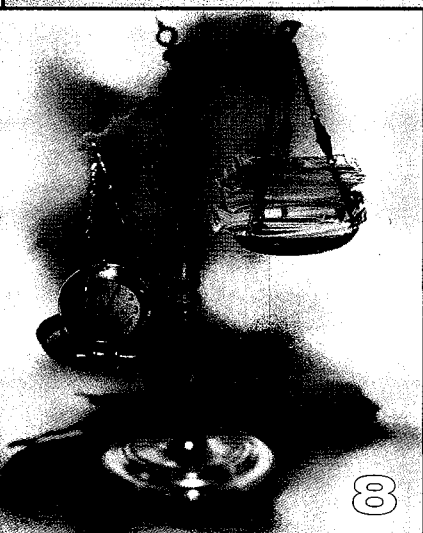
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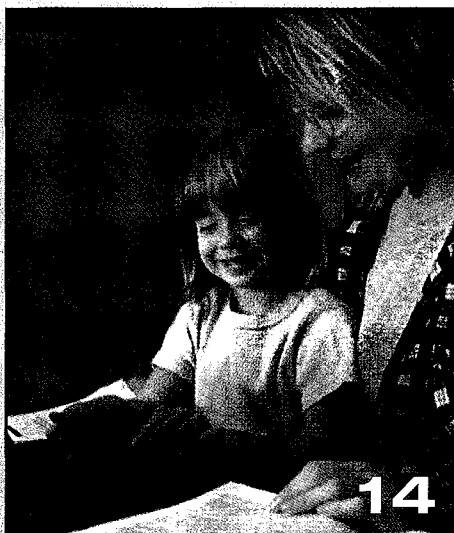
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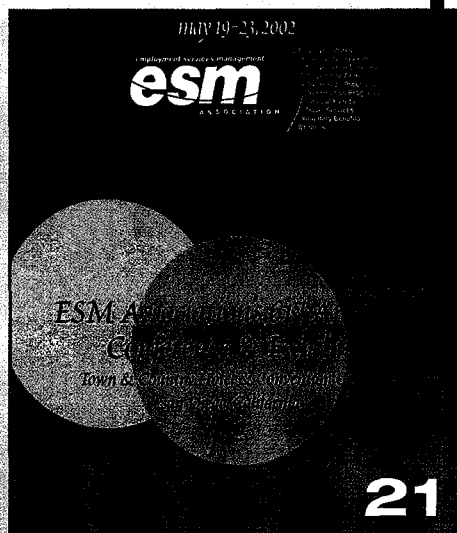
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Read how research on consumer demographics, ethnic diversity, lifestyles, and shopping habits can be used to determine what employees expect from an employee store.

#### **14 Working Girls**

On Take Our Daughters' To Work<sup>®</sup> Day, April 25, 2002, girls, aged nine to 15, will visit workplaces and discover what it takes to be grown-ups in the world. This article provides planning tips, a sample schedule and possible activities for implementing this event in the workplace.

#### **18 Best Practices Sessions**

Read about the programs of four top employee services providers who will share their successes and failures, discuss their corporate cultures and provide tips on gaining management support during ESM Association's 61<sup>st</sup> Annual Conference & Exhibit.

#### **21 ESM Association's 61<sup>st</sup> Annual Conference & Exhibit**

Experience friendly faces, innovative ideas and new techniques for striking a work/life balance during ESM Association's 61<sup>st</sup> Annual Conference & Exhibit, May 19-23, 2002. Review a detailed schedule of events and register today.





## The real conference experience

Venue details beyond ESM Association's conference brochure

**B**y now, most of you have received the conference brochure for ESM Association's 61<sup>st</sup> Annual Conference & Exhibit, May 19-23, 2002. For those who haven't read it yet (and you know who you are), you'll be thrilled to learn ESM Association Headquarters has topped itself, yet again, by planning another high-quality, content-rich educational event with take-home value. Please use the conference brochure to prove to management the importance of attending this event and plan to invite your staff members.

Since the conference brochure mainly focuses on the event's educational content, you may be wondering about the hotel and evening functions. During ESM Association's Winter Board of Directors' Meeting in San Diego, CA, I had the pleasure of participating in site visits at the Town & Country Resort & Convention Center and the Evening Special Event locations at the San Diego Zoo and Anheuser-Busch's SeaWorld. I am delighted to share with you my excitement about these venues. Here's what to expect.

The picturesque grounds of the Town & Country Resort & Convention Center are sure to motivate employee services providers to renew their spirits and revitalize their programs. The hotel's guest rooms and suites are located in two towers and garden bungalows, all in close proximity to conference meeting rooms, four restaurants and four swimming pools. The sidewalks leading to the conference's educational sessions are surrounded by beautiful gardens and arching palms. A few of the meeting rooms tout windows overlooking the resort's tranquil surroundings—a setting sure to foster creativity and work/life balance. Within walking distance, you'll find a large outdoor shopping mall, access to San Diego's light rail trolley system and a 27-hole golf course.

Walk-throughs of the two Evening Special Events proved they are worth far more than their \$20 fees. Tuesday evening, the San Diego Zoo will open its doors after hours for an exclusive, guided Sunset Double-Decker Bus Tour. Throughout this relaxing and informative ride, attendees will meet over 80 percent of the creatures inhabiting the zoo grounds. Without constricting fences or walls, visitors can get up close and personal with the animals as they show off their outgoing personalities. Afterwards, plan to mingle with peers while dining at Sydney's Grill, an outdoor cafe in the middle of the zoo. As the Safari Bush Band plays, trainers will showcase the talents of various animals.

Wednesday night at Anheuser-Busch's SeaWorld will be another exclusive event sure to make memories. Attendees will have front-row seats to a private showing of Cirque de la Mar. This spectacular acrobatic water odyssey is a feast for the eyes, complete with lights, special effects and a display of sheer talent. Next, attendees will venture to Shipwreck Rapids, a large, outdoor themed party area where peer groups can relax, eat and chat among roving entertainers and trainers, illuminated tropical aquariums, rushing rapids, and gushing waterfalls. Then, hop aboard a nine-passenger raft for a water adventure ride that makes a big splash and participate in an exclusive showing of the Shamu Adventure Show and Killer Whale Presentation. Please remember to register in advance for both of these events.

All in all, ESM Association's 61<sup>st</sup> Annual Conference & Exhibit is an event employee services providers cannot afford to miss. San Diego promises to be a perfect location for idea-sharing, benchmarking and peer networking. See pages 18 and 21 for additional information and register today. I look forward to seeing you there!

Renee M. Mula

Editor

[reneemula@esmassn.org](mailto:reneemula@esmassn.org)

*Renee M. Mula*

### Publisher

PATRICK B. STINSON

### Director of Communications

CYNTHIA M. HELSON

### Editor

RENEE M. MULA

### Editorial Assistant

CHRISTINA HIGBY

### Designer

DALE A. DODSON

### Advertising Sales Offices

CHARLES BASHIAN

33610 Solon Rd., Solon, OH 44139

(800) 335-7500, (440) 349-3353

Fax (440) 349-3447

E-Mail: [chuckb@bashian.com](mailto:chuckb@bashian.com)

ALISON BASHIAN-VICTOROFF

5070 Boulder Creek Dr.

Solon, OH 44139

(877) 498-9293

Fax (877) 498-9298

E-Mail: [abvsales@aol.com](mailto:abvsales@aol.com)

ROBERT H. KRUEH

Box 234, Fulton, MD 20759

(301) 924-4473

Fax (301) 854-2464

E-Mail: [rhkruehm@mindspring.com](mailto:rhkruehm@mindspring.com)

### Editorial Advisory Board

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[esmahq@esmassn.org](mailto:esmahq@esmassn.org) • [www.esmassn.org](http://www.esmassn.org)



### ESM ASSOCIATION HEADQUARTERS

2211 York Rd.  
Suite 207  
Oak Brook, IL  
60523-2371  
(630) 368-1280  
(630) 368-1286 FAX  
<http://www.esmassn.org>  
[esmahq@esmassn.org](mailto:esmahq@esmassn.org)

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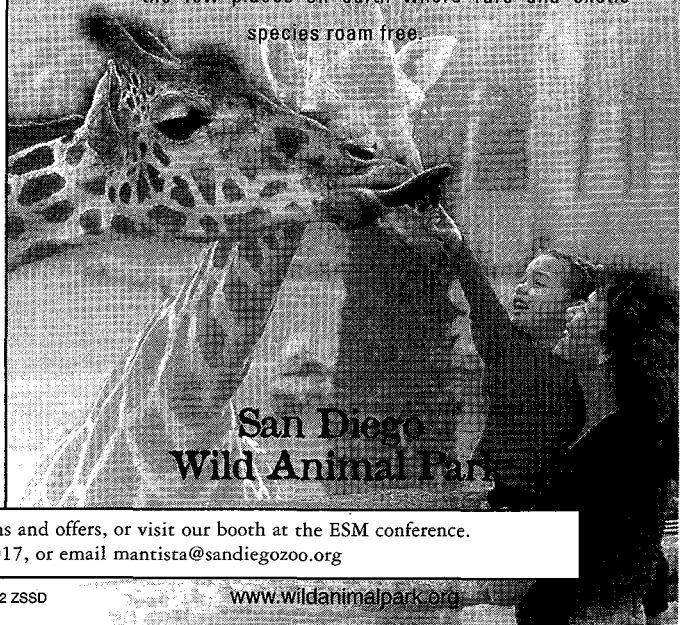
**Beauty is in the eye of the beholder.  
Behold away.**

One minute you're looking into the eyes of Hua Mei, the youngest of the giant panda trio. Next, you're melted by the adorable polar bear cubs. And as you look around the Zoo, you realize the awesome beauty here. It could even change your whole outlook on life.

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# *ESM Auctions Offer* **Great Finds!**

---

*Bid on rare merchandise, exciting trips and beautiful jewelry at ESM Foundation's Silent and Live Auctions!*

In 2001, conference attendees bid on fabulous treasures such as a laptop computer; a guitar autographed by award-winning singer-songwriter John Cougar Mellencamp; a trip to the Bahamas; a football helmet autographed by football-legend Joe Namath; his and her watches; and a jersey from the hit television show *The Sopranos*. This year's auction promises even more exciting items:

- ***Entertainment & Sports Memorabilia***
- ***Gift Certificates***
- ***Jewelry***
- ***Chapter Gift Baskets***
- ***Vacations***

The Silent Auction will be held during Exhibit Hall hours and the Live Auction will occur during the Closing Brunch at ESM Association's 61st Annual Conference & Exhibit at the Town & Country Resort & Convention Center in San Diego, CA. The money raised will help fund the ESM Foundation—the only research organization dedicated to the employee services field.

If you are interested in donating items for the auction, contact Chuck Bouchard, RVESRA, at (561) 398-0401 or (603) 755-2004.

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## Recruiting with image

**Evaluate your employer's reputation and improve it by promoting the company's employee services to potential hires**

By Richard Hadden, CSP

**D**emographers, economists and anthropologists predict that a shortage of qualified workers could be with us for the next 60 years. In an age when few people want to think 60 days ahead, much less 60 years, managers are quick to implement recruitment programs. These initiatives are designed to entice a quantity of applicants, but not necessarily skilled applicants. In certain job markets, employers offer huge signing bonuses that probably make their existing employees feel unimportant. This is not a valid solution.

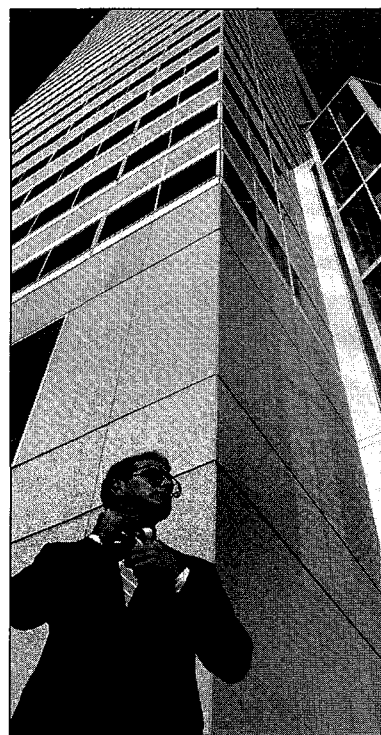
Put away the obscene bonuses. Forget the special programs. The number one recruiting tool is a company's reputation. While shaping an entire company's reputation seems like a monumental task, employee services managers are strategically positioned to favorably influence the company's image. Use this article to evaluate your employer's reputation and to learn how to use employee services programs to make a difference.

### **Positive vs. negative image**

In every city, there are employers with reputations of being family-friendly or innovative and those with reputations for undervaluing their employees. Some companies are known as sweatshops, others as oases of opportunity. What's your organization's reputation as an employer? Does it contribute to

the company being a winner in the recruiting game? Is the company considered an employer of choice or an employer of last resort? Employers of choice have their pick among the market. On the other hand, companies with negative reputations have trouble attracting even a small pool of applicants. In the latter case, three situations can occur. Either the company is forced to pay market-premium wages and salaries to secure better applicants or accept the lower-quality applicants—or both.

Look at the difference in these companies when it comes to recruiting. One fast food chain, never known for being a great place to work, was so desperate for employees it resorted to printing job applications on its paper bags. Imagine the manager's office





### **An employer's reputation comes from at least three sources: its employees, its customers and the media.**

strewn with greasy brown job applications, few of which yield bright prospects. On the other hand, Southwest Airlines, Dallas, TX, an exemplary and highly-profitable employer of choice, also uses a paper bag in its recruiting efforts, but with a different technique. Its direct message conveys the company's sense of humor. Ads in the airline's in-flight magazine, *Spirit*, and on posters displayed in boarding gateways feature a picture of a "container for motion discomfort" printed with the words, "Sick of Your Job?" Funny, but Southwest doesn't have much trouble recruiting intelligent employees with spirit.

#### **Building a reputation**

An employer's reputation comes from at least three sources: its employees, its customers and the media. Consider what each of these sources is saying about your company. Perhaps the most important of these is current employees. People talk, and by some estimates, almost a third of what they talk about in social conversations is their jobs. Listen to what employees talk about at the water cooler, in the lunchroom or off premises. Also keep in mind that when employees tell their friends and families about how convenient it is to take their children to the onsite childcare center or how much money they saved through the company's discount program, they are enhancing the employer's image. Many service award programs allow employees to choose their own rewards so that employees will be proud to use these items. Imagine what an employee's family might think when they serve coffee from a silver coffee set and

the employee explains, "My company gave me this to celebrate my 25 years of service."

Customers' perceptions of the company affect the employer's ability to lure qualified candidates. Customers can walk into any place of business and, within a few minutes, decide whether or not it's the kind of place they would like to build a career. Clients who walk past the company's employee store or fitness center are more likely to wish they worked at the company. Consciously and unconsciously, customers are constantly monitoring a company's standards, its environment and how employees are treated. They indirectly hear about special events held for employees and they notice when a company's culture fosters a healthy, productive workplace.

Media reports also contribute to a company's reputation. Companies are clamoring to be listed on various "best employer" lists. This level of recognition broadens the company's exposure as a favorable employer, especially when the list highlights the company's flexible schedules, convenient services, voluntary benefits, recreation programs, and work/life offerings. On the other hand, headlines have featured companies accused of discrimination, unfair treatment, compromising employee safety, and unconscionable working conditions. Some of the charges prove to be true, while others are false. True or not, once the allegations are made, the damage, often irreparable, is done. Applicants may choose to avoid these companies.

Mass layoffs seem to attract more media attention than anything else. Consider the company's behavior regarding layoffs. Is your

company known, as FedEx is, for example, as a company that avoids layoffs at almost all costs or as a company that binges and purges on the employee population to stay in step with short-term demands for labor? The labor market's perception of the company's employment stability tremendously affects its ability to attract desirable applicants.

Some aggressive companies are not leaving what is said about them to chance. They use the media to actively advertise a positive message. The American Advertising Federation, Washington, DC, reports a significant increase in consumer advertising by companies touting themselves not for their products and services, but for their great working environment. The company's job postings lure applicants with salary information, 401K benefits and employee services such as onsite fitness centers, employee clubs and pet insurance options. There are few company websites without job postings. Savvy companies list employee services offerings right next to basic company benefits.

#### **Be Proactive**

Employee services managers can improve their company's reputation by promoting the company's employee services and why they offer them. These suggestions can help you spread the good word:

- **Feature employee testimonials.** Testimonials are powerful marketing tools. Feature quotes from employees on the company's website, intranet site, recruiting video, and printed recruiting materials. Print photos of employees who are proud of their employer along with quotes expressing their apprecia-



tion of employee services programs. Use this opportunity to convey the company's efforts to help employees seek work/life balance. Explain how programs save employees time and money.

- **Promote employee services programs as benefits.** Include a listing of all employee services on the company's website alongside job postings and other recruiting materials.

- **Educate recruiters.** Work closely with recruiters to encourage them to mention employee services offerings during interviews and when recruiting at job fairs.

- **Inform the media.** Send out press releases to local and national media showcasing the com-

pany's innovative employee services. Tell the media that employee programs remain a staple in the company's culture, despite a recession. Those with employee associations can tout the value of such offerings as well.

- **Earn recognition.** Submit an application to "best employer" lists, awards programs and other opportunities that will increase the company's visibility and earn it the title, "Employer of Choice."

## Conclusion

Recruiting qualified candidates begins long before the company posts job announcements. How employees, customers and the media view the company's image often determines whether the com-

pany will be an applicant's first choice or if they will opt not to apply at all. Many employee services managers already have files rich with positive messages about the company and its programs. Gathering the material and properly positioning it takes time, but it can have a substantial impact on the company's recruiting efforts. This can positively affect the company's bottom line.

**esm**

*Richard Hadden, CSP, co-author of the book Contented Cows Give Better Milk, speaks to audiences worldwide about the bottom-line benefits of creating a great place to work. He may be reached at (904) 720-0870 or [www.contentedcows.com](http://www.contentedcows.com).*

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# Competition 2002

**Is your employee store keeping pace with today's changing consumer demographics and increased competition?**

By George Whalin

**A**lthough most employee stores are not in direct competition with shopping malls or chain stores, consumers' buying habits do affect what workers expect to find in employee stores. Therefore, when ordering inventory, hiring sales associates and altering the stores' decor, employee store managers should consider consumer trend research about what, how and where shoppers purchase products and services. Offering convenience services for time-starved employees and featuring a few hot items targeted to the company's employee demographics are likely to attract loyal customers.

In the last 20 years, consumers' shopping habits, tastes and interests have significantly changed. Today, consumers can choose to buy from a vast array of stores. They shop in giant warehouse clubs offering everything under one roof including gallons of ketchup, sets of tires, living room furniture, and dia-

mond rings. They browse massive malls featuring hundreds of stores comprised of national and regional chains as well as individual boutiques and kiosks offering one-of-a-kind merchandise.

The sheer number of stores has increased as well. According to the International Council of Shopping



## **Employee store managers should consider which generations and ethnicities dominate their workforce...**

Centers, New York, NY, over 21 sq. ft. of retail space exists for every man, woman and child in America. The number of stores continues to expand even during this recessionary period. This year, such national chains as Home Depot, Gap, Walgreen's, and Wal-Mart will open hundreds of new stores in communities across the nation.

Traditional stores certainly aren't the only places consumers shop. The variety of catalogs has also grown in record numbers. Even with the Internet taking away sales over the last three years, catalogs continue to play an important role in consumer buying.

Although much has been written about the difficulties e-commerce merchants have faced, the viability of the Internet as a means to sell merchandise to consumers should not be underestimated. A 12-month study conducted last year by Centris, a Santa Monica, CA-based research firm, found that 13 percent of Americans make monthly purchases on the web. Contrary to predictions a couple of years ago by some media representatives, the web will never replace stores as a favorite shopping destination, but will continue to be another important method to sell to and serve consumers. Capitalizing on the changes in consumer shopping patterns, a number of savvy merchants including Sharper Image, Lands' End and Eddie Bauer successfully use all three shopping methods—stores, catalogs and websites—to do business. Employee store managers should consider offering several options for employees to do business with their stores. Website and catalog purchasing provide conveniences to employees who work at other locations or who can't visit the store on a regular basis.

### **A change in consumer expectations**

Consumer expectations are higher and more refined than ever before. Regardless of where they live, they have the opportunity to shop in extraordinary stores. Consumers want more than competitive pricing; they also want value. Shoppers prefer making purchases at stores that stand behind their products and offer responsive service from friendly associates. With so many places to shop, consumers simply avoid those that don't meet their needs and expectations.

Today's consumers also expect stores to offer a unique selection of merchandise and services. They can purchase ordinary merchandise and services anywhere. Since the very beginning of retailing, consumers have embraced stores that offer a wonderful shopping environment, distinctive merchandise and store associates who genuinely care about helping them make the best selection.

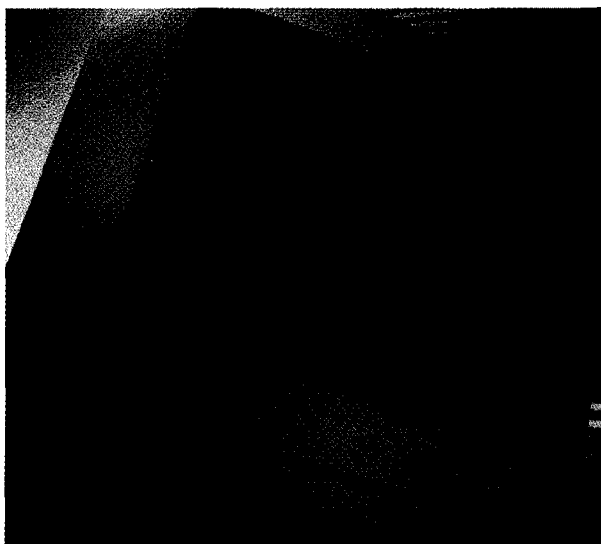
Even in this competitive retail environment, opportunities exist for employee stores. One way to make the most of today's consumer buying trends is to offer merchandise that may not be readily available elsewhere or that is priced lower than a traditional retailer. Another approach is to offer a creative shopping environment. Great-looking, fun-to-shop stores need not be limited to shopping centers and tourist destinations. An attractively-designed and well-executed employee store will attract a loyal customer base.

### **The changing face of the consumer**

Over the last 20 years, America's demographics experienced one of the most profound changes in its history. The consumer is both older and younger than ever before, and more ethnically diverse. Employee store managers should consider which generations and ethnicities dominate their workforce and offer products and services according to employees' demographic preferences.

According to *American Demographics* magazine, more than 76 million young people are between 4 and 21 years old. These young consumers, sometimes referred to as Generation Y, either directly spend or influence the spending of an estimated \$100 billion annually. Among the most significant influences young consumers have on the marketplace is their loyalty to new products and brands that didn't exist when their parents were young.

Another economic force in the marketplace is the group best-known as Generation X. Representing approximately 40 million people born between 1965 and 1974, this demographic group controls more than







\$125 billion in buying power. As the first anti-brand generation, they grew up shopping in malls. Their influence on the nation's popular culture includes apparel, movies, music, sports, and technology. Comfortable with computers, Generation X consumers were among the first to embrace the Internet as a place to shop.

The original 80-million-strong Baby-Boom Generation continues to dominate the consumer marketplace with more than \$900 billion in spending power. In the past 20 years, they have significantly shifted how they spend their money. But, it will become increasingly important for retailers to pay attention to the continuing changes in Baby-Boomers' spending habits as their children leave home and they approach their retirement years.

Retailers marketing to the U.S. population based on age often overlook buyers over 65 years old. Already representing one third of the overall population, Americans over 65 are now the fastest growing age group. In addition, they represent as much as 40 percent of the nation's wealth and play an important role in how and where all generations spend their money. Retailers who overlook this important group of consumers do so at their own peril.

### **Ethnic diversity**

While age plays an important role in how and where consumers shop, ethnic background is equally important. Consumers of different ethnic backgrounds are influenced by different brands, different kinds of merchandise and they spend money differently. For example, savvy merchants serving both Anglo and Hispanic consumers offer merchandise and services to meet the varying needs of this customer base. Store managers encourage associates to communicate with customers in their chosen language. In some parts of the country, retailers offer Spanish classes to their associates so they can better serve the needs of Hispanic customers. A growing number of merchants provide signage in both English and Spanish.

If an employee store serves an ethnically- and age-diverse population, evaluate how it meets the needs of each consumer group. Does merchandise selection offer a choice to every group served? Is the store layout convenient and easy to shop for all ages? Are signs printed in customers' languages? Do signs use type large enough for older customers to read?

### **Changing consumer lifestyles**

As the number of shopping centers grew throughout the 70s and 80s, consumers often spent hours leisurely visiting several stores. Time-stressed lifestyles have become the norm today, and trips to the mall are now destination driven with consumers hurriedly visiting one or two stores.

The 1999 *Consumer Outlook Survey*, conducted by Kurt Salmon Associates (KSA), Atlanta, GA, found that 65 percent of consumers believe time pressures are getting worse. In the same survey, 44 percent of consumers would rather have more time than money. Store managers can better serve their customers' needs by catering to their time pressures. Employee stores at larger companies offer a wider range of merchandise and convenience services such as dry cleaning, photofinishing, movie rentals, and movie and concert ticket sales.

In addition to time concerns, most American consumers feel that dealing with stress is a part of everyday life. According to the 1999 *Consumer Outlook Survey*, 80 percent of Americans are looking to reduce stress and simplify their lives.

In this time-starved, stressed-out world, consumers seek small indulgences to help them get through the day. Such companies as Starbucks and Barnes & Noble have capitalized on this trend and provide a place for their customers to relax. At Starbucks, customers can take a few minutes to stop and have a cup of coffee in an attractively-designed and relaxing environment.

Barnes & Noble stores provide large, comfortable chairs for customers to leisurely browse, sit and read a book. Both of these successful chains use just the right background music to create a comfortable, customer-friendly atmosphere where shoppers can relax and reduce their daily stress.

### **Conclusion**

In addition to addressing the age and ethnicity of customers, store managers can position employee stores to meet customers' societal needs. Lack of time and high stress are certainly a part of most workplaces. Employee store managers should recognize their opportunity



## MEET THE AUTHOR

**Who:** George Whalin

**What:** ESM Association's 61st Annual Conference & Exhibit

**When:** Monday, May 20, 2002

**Where:** The Town & Country Resort & Convention Center, San Diego, CA

### Employee Store Super Session

**Stop, Look, Touch and Buy:**

#### The Dynamics of Merchandising

Create an exciting store environment and display merchandise so that more customers stop, look, touch, and buy. This information-packed seminar is designed to help employee store managers become better merchandisers by creating eye-catching displays that sell more merchandise. Employee store managers will also discover new merchandising techniques such as improving traffic flow through store layouts, maximizing impulse sales and using signs, props and effective lighting to make displays come alive.

### Concurrent Session

**Great Store Managers Make Great Stores!**

To succeed in today's highly-competitive market, employee stores must have a talented, dedicated store manager. Employee store managers have a great deal of control over the attitude, tempo, feeling, and, ultimately, the success of the store. Attendees will learn the most common skills, attributes, attitudes, and characteristics of great store managers and what it takes to become a hard-working, talented and dedicated manager who gets the work done and knows how to succeed.

*See p. 25 to register.*

to help employees balance their work and personal lives. Presenting the right merchandise and services in an attractive retail environment will attract customers to the store. Employees will return seeking a few minutes of stress-free, relaxed browsing and shopping. If the store can offer services such as photo processing, video rentals, dry cleaning, banking and ATMs, or concert and movie ticket sales, it will help save customers' time and reduce stress in their daily lives. **esm**

*George Whalin is the president and CEO of Retail Management Consultants, San Marcos, CA. He is also the author of the new book Retail Success! Increase Sales, Maximize Profits, and WOW Your Customers In The Most Competitive Marketplace in History! Whalin can be reached at (800) 766-1908, [george@whalinonretail.com](mailto:george@whalinonretail.com) or [www.whalinonretail.com](http://www.whalinonretail.com).*

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# Working Girls

**The Ms. Foundation for Women shares planning ideas for this year's Take Our Daughters To Work® Day**

**G**irls' dreams will mean business in the workplace on Take Our Daughters To Work® Day, held April 25, 2002. Under the auspices of the Ms. Foundation for Women's public education campaign, millions of girls, aged nine to 15, return to the workplaces they visited last year while thousands more make their first rounds—punching the clock at offices, opera houses, retail stores, newsrooms, hospitals, and universities. Girls across the country accompany parents, relatives, teachers, and friends of the family to learn, first hand, the adventures the American workplace holds.

Take Our Daughters To Work® Day is an educational venture for girls and employers alike. The American workforce pauses for a day to reflect on itself through the eyes of a girl standing on the edge of adulthood and life beyond the classroom. When these girls walk through the office doors, what will they learn about being women, resolving conflict, working with others, and what it takes to be a grown-up in the world? Here's a chance to listen to girls, view them as thinkers and doers, and ask them how organizations can better serve women.

## **Organizing the day**

Integrating two, three or, in some cases, three dozen 12 year olds into your workday is a bit daunting. Yet, previous participants say that the whole process is actually rather simple. People visit your organization all the time for meetings, interviews and conferences. The only difference on Take Our Daughters To Work® Day is that your visitors will be younger—and maybe more curious and energetic. Follow these basic guidelines to help you prepare for the day:



- **Set up a Take Our Daughters To Work® Day Organizing Committee.** Consider coordinating with local authorities to sponsor a group of "daughters" from a neighboring school or housing complex. In other cases, girls will spend the day with their parents or adult hosts. Assemble a committee to determine a schedule and orchestrate activities for the young visitors. The committee should include the girls' adult hosts and other employees who are proud of and eager to present the organization's work.

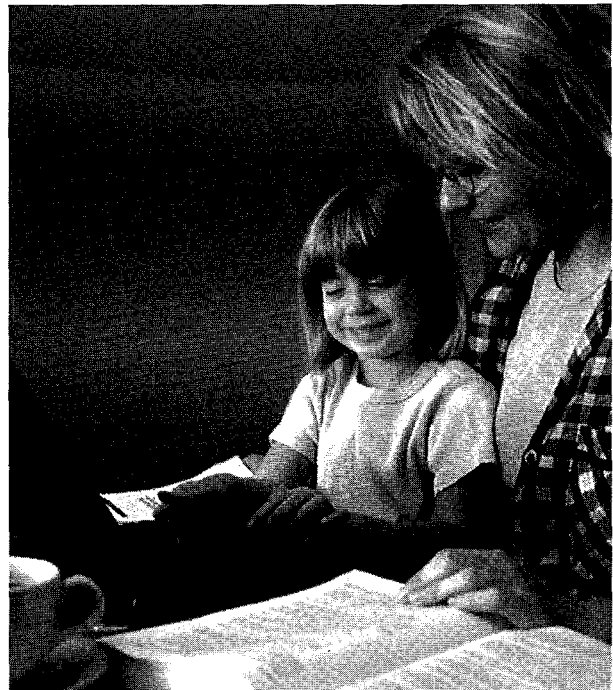
- **Tap into existing resources.** Your organization's routine for initiating new recruits should serve well as an overview of the company's goals, accomplishments and daily operations.

- **Take advantage of your own knowledge and experience.** Maybe you've worked at the company for 20 years and are wondering what in your daily operations could possibly interest a young girl. For a 10 year old, it's unlikely that any part of your experience will bore her; the most routine tasks—sending a fax, booking a trip, talking with a supervisor—are new and noteworthy. Girls will be interested in the ins-and-outs of the business itself, how work is accomplished and how various parts of an organization work together.

They will also be curious about people, how they relate and what happens when they disagree. Adult hosts should plan on answering many questions. Girls will want to learn about their current responsibilities, and the education and training that prepared them for their jobs. They'll ask about their dreams, role models, goals, and how they combine work with raising children or personal interests. Every employee stands to be a mentor to girls. On Take Our Daughters To Work® Day, every employee should prepare to meet the girls and explain what they do, how they got there and why their work is meaningful. Introduce them to CEOs, department heads and, particularly, entry-level employees, because they're the ones with the jobs in which girls can begin to envision themselves. Just remember to speak in a language geared toward children, which means eliminating jargon. Hearing directly from the adult host will prepare girls for—and excite them about—what lies ahead.

- **Alert your community to this innovative campaign.** In advance, contact the school system in your area (school boards, the superintendent, principals), the Chamber of Commerce, public housing authorities, and the local media. Announce your involvement in a press release.

- **Be creative.** Nobody knows better than you do what might fascinate girls at your workplace. Resist the temptation to over-plan. Instead, let girls' curiosity drive the day.



## Sample schedule

### 9:30 a.m.-10:15 a.m., Breakfast, Orientation and Tour

Take Our Daughters To Work® Day commences with a group discussion—perhaps over bagels and orange juice. Introduce the girls to each other and members of the Organizing Committee. (Provide name tags for everyone.) Allow the girls to ask questions as they listen to an overview of the workplace, its primary functions and number of employees. Take the girls on a tour of the company after everyone has finished breakfast.

### 10:15 a.m.-12:00 p.m., Time to Work: Shadowing and Informal Interviews

Split up the girls individually or in small groups and pair them with employees. Whether a girl has come with a parent or is matched with an employee, she will spend this time observing and helping the adult at work. The more active the girl's involvement, the better. Adults should even take their visitors along to perform routine tasks. Girls love wrapping their minds around a problem and trying something new to solve it. Expand your visitor's learning experience by granting her permission to interview willing colleagues who work in your area.

### 12:00 p.m.-12:30 p.m., Lunch

No need for an elaborate meal. You're dealing with children, so the cafeteria is probably best. One caveat: this is not an ideal time to reconvene the girls. Lunch is better spent as a question-and-answer session between each girl and the employee with whom she's spent the morning.



## POSSIBLE ACTIVITIES

- **Help girls record the day.** Give each girl a notebook for writing down thoughts during the day. Girls can use the notebook to keep their work organized and have something special to bring home. Take pictures of girls busy at work with a one-step camera so they can report back to their class through pictures.

- **Shadowing.** Couple a girl with her parent/ host for time to spend observing someone at work. Girls rotate from designated station to station, learning from employees who work in different areas of your organization.

- **Interviews.** Girls travel in pairs from station to station to interview designated employees. Staff members can interview the girls as well.

- **Panel or round-table discussions.** The two or three guest speakers can be women employees from your organization. Diversify the panel with employees having different jobs/skills in the organization. Include your highest-ranking female employee as well as an administrative assistant and accountant. Adult panelists can discuss the practicalities of what it takes to realize a dream.

- **Tours.** Hand out maps, if available, and show girls how to orient themselves. Arrange for girls to interview two or three key employees on their tour to find out what they do, including a mother and father who can speak about the various facets of juggling parenthood, homework and business work.

- **Hands-on activities.** Remember that even routine, everyday tasks may be new to girls including sending e-mail messages, making labels, writing checks, answering the telephone with proper etiquette, and designing a form. Ask girls to carry out small job assignments. Schedule an on-line conversation/teleconference with girls visiting a company across town.

- **Debriefing.** Have art materials available so girls can create drawings or posters that capture their experience "on the job." Have pairs or small groups of girls work together. When finished, each group chooses a spokesperson who explains the poster and hangs it on the wall.

- **Mementos.** Present each girl with a certificate of participation stating that she attended Take Our Daughters To Work® Day at your organization and is now an "up-and-coming carpenter/chemist/saleswoman" or the like.

### 12:30 p.m.-2:00 p.m., Hands-On Training

Now that the girls know the lay of the land, it's time to put them to work. Allow them to photocopy a document, cut a yard of fabric or work on a computer. Employees will be pleasantly surprised by the usefulness of a 13-year-old consultant. At the end of this stint, be sure each girl has something tangible to take home—maybe a computer print-out or a hard hat.

### 2:00 p.m.- 3:00 p.m., Panel or Round-table Discussion

Convene a panel of "special speakers," female employees who hold diverse positions in your organization. Each panelist should talk briefly about a topic—perhaps her dreams as a girl, her mother's work and influence, women mentors, her educational background and training, her responses to difficulties on the job, or her family life outside of work.

### 3:00 p.m.-3:30 p.m., Debriefing and Goodbye

Girls will likely depart at different times during the afternoon. Some will head home in school groups and others will wait until their parents' work day ends. Plan a final gathering of girls, employees and employer before anyone leaves. Be sure to include the organization's highest-ranking woman (who may well be the employer) to field questions. This is the girls' opportunity to voice their opinions about the organization and consider what they've learned about being a grown-up at work. Ask them questions to get a sense of how to improve conditions for the next generation of America's working women.

## Conclusion

Take Our Daughters To Work® Day presents the opportunity for a girl to learn from an adult's years of experience on the job. It offers employees a chance to talk realistically with girls about what's great—and what's difficult—about working, balancing work and family lives, and what each generation can change together. Unabashed and insightful, girls may well wind up educating us as we set aside a day to celebrate and mentor them. For more planning ideas, visit the Ms. Foundation for Women's Take Our Daughters To Work® Day website at [www.takeourdaughtersstowork.org](http://www.takeourdaughtersstowork.org). **esm**

*The Ms. Foundation for Women, New York, NY, is a national, multi-issue public women's fund creating strategies for improving economic opportunities for women in the U.S.; safeguarding women's health & safety; and helping girls sustain their self-confidence and vitality. For inquiries regarding Take Our Daughters To Work® Day, call (800) 676-7780 or e-mail [todtwcom@ms.foundation.org](mailto:todtwcom@ms.foundation.org).*



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# **Best Practices Sessions**

By Christina Higby

**Top employee services providers share what works—and what doesn't—in creating successful employee services programs**

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**B**enchmarking with fellow ESM Association members is a valuable technique for gathering ideas and learning how to successfully implement new employee services programs. This year, ESM Association brings benchmarking research to you by inviting some of today's top employee services providers to present their programs and share their knowledge during the Best Practices Sessions at ESM Association's 61<sup>st</sup> Annual Conference & Exhibit, May 19-23, 2002, at the Town & Country Resort & Convention Center, San Diego, CA. ESM Association invited these successful employee services providers to present Best Practices Sessions based on their commitment to providing services that improve employees' work/life balance and contribute to the company's bottom line. The Best Practices presenters will discuss their successes and failures, corporate culture, employee services trends, and management support.

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### **Extensive recreation facilities**

**Company:** Livermore Laboratory Employee Services Association (LLESA), Lawrence Livermore National Laboratory, Livermore, CA

**Type of business:** A national laboratory managed by the University of California

**Number of employees:** 10,000

**Employee services:** Employee store, community services, convenience services, dependent care, recreation programs, recognition programs, special events, travel services, voluntary benefits, and wellness programs

**Facilities:** Childcare facility, Olympic-size swimming pool, indoor exercise facilities, picnic areas, meeting and activity facilities, and informal basketball and volleyball courts

**Presenter:** Ken Giannotti, general manager

LLESA, the nonprofit association that provides employee services to the Lawrence Livermore National Laboratory workforce, began in 1954 primarily as an informal recreation association and has evolved over the years into a formal multi-service organization. The fact that employee services programs are ever changing and always require improvement has made LLESA the success it is today. Attendees of this Best Practices Session will expand their understanding of the employee services role in the workplace, learn how important these services are to the success of a company and discuss how to have fun helping employees achieve work/life balance. Giannotti has managed LLESA since 1986, after 18 years of recreation and parks management with the cities of Oakland and Palm Springs, CA.



### **Convenience services**

**Company:** U.S. Department of Agriculture (USDA) Employee Services & Recreation Association (ESRA), Washington, DC

**Type of business:** Federal government department

**Number of employees:** 16,000 in the metro-DC area, 100,000 nationwide

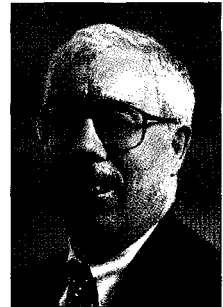
**Locations:** Washington, DC (USDA Headquarters); Beltsville, MD; Riverdale, MD; Alexandria, VA; and Kansas City, MO

**Employee services:** Employee stores, community services, convenience services, recreation programs, special events, travel services, voluntary benefits, and wellness programs

**Facilities:** USDA Headquarters houses the Ag Promenade Mall, a designated area located in the lower level that includes an employee store (the Ag Connection), fitness center, barber shop/hair salon, dry cleaners, and McGill's Deli. The Riverdale, MD, and Kansas City, MO, sites have fitness centers and employee stores, and the Beltsville, MD site has a fitness center.

**Presenter:** Roger Lancaster, CESM, general manager

Since 1906, the USDA ESRA, a nonprofit organization, has provided USDA employees with a variety of services and programs. In this Best Practices Session, Lancaster will share how USDA ESRA survives and thrives as a self-supporting employee association and he will provide tips for succeeding in this arena. Find out how USDA ESRA increased



the number of services offered through their website to better serve field employees without access to onsite facilities. In April, 1993, Employee Services Management (ESM) Association presented the USDA ESRA with the prestigious Eastwood Award for the most outstanding employee services program of the year. Their website, [www.usdaesra.org](http://www.usdaesra.org), won two national awards in the past two years. Lancaster became general manager, USDA ESRA, in 1988 after 12 years of experience with the National Recreation and Park Association (NRPA), Ashburn, VA, and five years at Mt. Royal College, Department of Leisure Education, Calgary, Alberta, Canada. He served as ESM Association President in 2000, authored numerous articles and brochures, and held presentations at the local, national and international levels.

### **International employee services**

**Company:** Femsa Servicios SA de CV, Monterrey, NL, Mexico

**Type of business:** Beverage producer and distributor

**Number of employees:** 42,000

**Locations:** The Valley of Mexico; the southeast region of Mexico; Monterrey, NL, Mexico; Buenos Aires, Argentina

**Employee services:** Convenience services, dependent care, recreation programs, special events, voluntary benefits, and wellness programs

**Facilities:** Social building, clinic/hospital, volleyball/basketball courts, open-air theater, dressing rooms, gymnasium, sport fields, track and field, baseball park, picnic grounds, garden cafeteria, cafeteria, dining room, ballroom, and academic facilities





**Presenters:** (Left to right) Manuel Gonzalez, administrative services manager; Felipe Cárdenas, administrative services director; Luis Alfonso, national social development manager; César Díaz, social development manager

Femsa's Sociedad Cuahatemoc y Famosa (SCYF), founded in 1918, is a civil association administered by an executive committee whose purpose is to promote the general development and progress of Femsa employees and their families. The goal of SCYF is to increase the general level of culture, strengthen moral values, promote savings, encourage participation in sports and cultural activities, and teach new skills. Femsa is convinced that employees with spiritual, family, social, physical, emotional, cultural, economical, and labor values, create a better company and society. The company firmly believes that organizational excellence can only bear fruit with the support of talented, energetic employees who are strongly committed to quality. Attendees will learn how employee services programs that encourage strong values not only build a successful company, but a solid community as well.

## Small company/big program

**Company:** BMC Software, Inc., Houston, TX

**Type of business:** Independent software vendor and provider of enterprise management solutions

**Number of employees:** 2,000 in Houston, TX; 7,000 worldwide

**Locations:** Houston, TX; Austin, TX; San Jose, CA; Costa Mesa, CA; and Waltham, MA

**Employee services:** Employee store, community services, convenience services, dependent care, recreation programs, recognition programs, special events, travel services, voluntary benefits, and wellness programs

**Facilities:** Three cafés, two fitness facilities, a full on-site automobile service area, hair/nail salon, dry cleaners, and logo store

**Presenter:** Pauline Murphy, manager, corporate services

One of BMC Software's guiding principals is to focus on its people. Management believes that the company cannot be successful without the best employees, and the Employee Services Department has the responsibility of meeting that goal. The program centers around fitness and recreation activities. BMC Software's fitness facilities include state-of-the-art equipment and its recreational sports programs offer everything from basketball to golf. The opportunity to provide team-building events is a great part of the corporate culture.

Murphy continues to grow the employee services program by constantly looking at ideas and programs offered at companies throughout the country. Attendees of this Best Practices Session will take away ideas for implementing new services, improving current services, justifying employee amenities, and overcoming challenges. Murphy's career with BMC Software began nine years ago in the Documentation and Production Department, where she was responsible for providing product and documentation to customers who utilize the company's online resources. As the organization continued to grow, she was given the opportunity to manage the ever-improving Employee Amenities Program and developed it into a full-time employee services function.



## Conclusion

Recruiting and retaining top employees is essential to surviving and flourishing in a slow economy. Employee services programs are the number one tool to create a contented and productive workforce. Learn how to improve your employee services program and implement new services from today's best employee services providers. Register today (on p. 25) for ESM Association's 61<sup>st</sup> Annual Conference & Exhibit to benchmark and network with these Best Practices presenters and other employee services providers. **esm**

*Christina Higby is editorial assistant of Employee Services Management (ESM) Magazine, published by ESM Association, Oak Brook, IL. She can be reached at (630) 368-1280 or [christinahigby@esmassn.org](mailto:christinahigby@esmassn.org).*



may 19-23, 2002



Employee Stores  
Community Services  
Convenience Services  
Dependent Care  
Recreation Programs  
Recognition Programs  
Special Events  
Travel Services  
Voluntary Benefits  
Wellness

# ESM Association's 61<sup>st</sup> Annual Conference & Exhibit

Town & Country Hotel & Convention Center  
San Diego, California

escape from the office  
renew your spirit  
revitalize your program



# now more than ever

## welcome attendees



As we experience another challenging economic period, ESM Association's Annual Conference & Exhibit will help you find the resources to meet your employees' needs. There is a reason that this is our 61<sup>st</sup> Annual Conference. We have survived all these years because what we do helps corporations and employees cope with economic change. Employee services has also changed, and that is why it is imperative that you stay closely connected to the latest trends in our field.

ESM Association's Annual Conference & Exhibit will deliver effective techniques to managing innovative programs. Educational sessions, workshops and the Exhibit Hall are some of the great opportunities you will experience. Networking will also be available in all facets of the event. You will not only have the advantages of learning, but of sharing as well.

Our long history is evidence that employee services' future remains bright, and the workplace needs of today and tomorrow add the exclamation point! You owe it to yourself, your employer and your employees to attend ESM Association's 61<sup>st</sup> Annual Conference & Exhibit and learn how to make a difference at work.

Best regards,

A handwritten signature in black ink, appearing to read 'Pat Stinson'.

Patrick B. Stinson  
Executive Director



# conference at a glance 2002

## sunday, may 19

Registration	7:30 a.m.–9:00 p.m.
Work/Life Pre-Conference Education	8:00 a.m.–4:30 p.m. (additional fee required, see Registration Form)
Exhibitor Move In	12:00 p.m.–5:00 p.m.
All-Attendee Reception	8:30 p.m.–10:00 p.m.

## monday, may 20

Registration	7:00 a.m.–7:00 p.m.
Special Sessions	8:00 a.m.–10:00 a.m. <ul style="list-style-type: none"><li>Chapter Leader Session</li><li>Member Services Session</li><li>Employee Store Super Session</li><li>Exhibitor Education</li></ul>
Each session begins with a continental breakfast from 7:00 a.m.–8:30 a.m. Education follows from 8:30 a.m.–10:00 a.m.	
Exhibitor Set Up	10:00 a.m.–2:30 p.m.
Opening General Session	10:30 a.m.–12:00 p.m.
SH! Catch the Energy—Release the Potential Tarr Hagerman, speaker, ChartHouse Learning, Burnsville, MN	

Lunch on Your Own	12:00 p.m.–1:30 p.m.
Concurrent Session I	1:30 p.m.–2:45 p.m.
Strategic Networking Forum	3:00 p.m.–4:30 p.m.
Benchmark, discuss and learn about timely topics. Experts offer advice and peer experiences.	
Exhibit Hall Grand Opening	4:30 p.m.–6:30 p.m.
Evening on Your Own	6:30 p.m.

## tuesday, may 21

Fitness: Martial Arts—Tai Chi	7:00 a.m.–8:00 a.m.
Demonstration and participation.	
Registration	8:00 a.m.–5:00 p.m.
Exhibit Hall Open	8:30 a.m.–11:00 a.m.
Continental breakfast served from 8:30 a.m.–9:00 a.m.	
Member Appreciation Lunch	11:15 a.m.–1:00 p.m.
<ul style="list-style-type: none"><li>Employer of the Year</li><li>Exhibitor Longevity</li><li>Recognition of Certified Employee Services Managers (CESM)</li></ul>	

Employee Services Management Association Headquarters  
11 York Road, Suite 207 Oak Brook, Illinois 60523-2371  
Phone: (630) 368-1280 Fax: (630) 368-1286  
mahq@esmassn.org <http://www.esmassn.org>

Education: No Deposit/No Return  
Bonnie Dean, professional motivational speaker, W.O.W. Presentations, Fountain Valley, CA

Concurrent Session II	1:15 p.m.–2:30 p.m.
Concurrent Session III	2:45 p.m.–4:00 p.m.

Evening With the Animals  
at the San Diego Zoo 4:30 p.m.–10:00 p.m.  
(nominal \$20 fee, see Registration Form)

4:30 p.m.—Buses Leave for Evening at the San Diego Zoo  
5:00 p.m.–10:00 p.m.—Dinner and Entertainment at the San Diego Zoo  
10:00 p.m.—Buses Return from the San Diego Zoo

Sponsored by:



## wednesday, may 22

Fitness: Yoga	6:30 a.m.–7:30 a.m.
Demonstration and participation.	
Registration	8:00 a.m.–5:00 p.m.
Concurrent Session IV	8:30 a.m.–9:45 a.m.
General Session	10:00 a.m.–11:00 a.m.
Living Life at the Pinnacle Jeffrey McMullen, CSP, The McMullen Group, Appleton, WI	
Concurrent Session V	11:15 a.m.–12:30 p.m.
Exhibit Hall Open	12:30 p.m.–2:30 p.m.
Lunch served in Exhibit Hall.	
Strategic Networking Forum	2:45 p.m.–4:00 p.m.
Benchmark, discuss and learn about timely topics. Experts offer advice and peer experiences.	

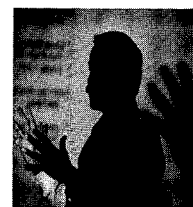
Evening at SeaWorld 6:30 p.m.–9:45 p.m.  
(nominal \$20 fee, see Registration Form)  
6:30 p.m.—Buses Leave for Evening at SeaWorld  
6:45 p.m.–9:45 p.m.—Dinner and Entertainment at SeaWorld  
9:45 p.m.—Buses Return from SeaWorld

Sponsored by:



## thursday, may 23

Closing General Session	9:00 a.m.–10:00 a.m.
Art of Vision Erik Wahl, president, The Wahl Group, San Diego, CA	
Closing Brunch	10:00 a.m.–12:00 p.m.
Auction, door prizes and more!	





# additional events

## Pre-Conference Workshop:

Sunday, May 19

8:00 a.m.–4:30 p.m.

(nominal \$165 fee for members, \$230 fee for non-members)

## Bridges to Balance

Jim Battersby, adjunct faculty, California Polytechnic State University, San Luis Obispo, CA

Rick Griggs, president/author, Griggs Achievement, San Ramon, CA

Cathy Leibow, president/CEO, Family Care Inc., Pleasanton, CA

Registration	8:00 a.m.–8:30 a.m.
Welcome—Purpose of the Day	8:30 a.m.–8:45 a.m.
Bridges to Balance	8:45 a.m.–9:45 a.m.
24/7 Integration	9:45 a.m.–10:45 a.m.
Break	10:45 a.m.–11:00 a.m.
Group Story Feedback	11:00 a.m.–12:00 p.m.
Lunch Served	12:00 p.m.–12:45 p.m.
Obsessed, Possessed or Blessed	1:00 p.m.–2:00 p.m.
Trends, Resources, Legislation, Policies & Programs	2:00 p.m.–3:00 p.m.
Break	3:00 p.m.–3:15 p.m.
Achievement Factors	3:15 p.m.–4:15 p.m.
Announcements & Conclusion	4:15 p.m.–4:30 p.m.

In this lively, interactive session, work/life experts help attendees manage the 24/7 workforce by integrating the use of work/life tools and resources into their personal and professional lives. Revitalize or jumpstart your work/life program through discussions and exercises. Get motivated to help employees and yourself remain balanced.

Attendees will leave the session well-informed, highly-motivated and well-equipped to implement work/life balance concepts and practices. Using the Macro Balance Model, the experts will demonstrate a visual and quantitative look at employees' lives. Discuss work/life trends, resources, top-10 programs, and strategies for implementation. Learn which programs have staying power, which have the biggest impact on your workforce and what new legislation will influence these programs. The workshop will conclude with 10 accomplishments that high achievers consistently attain.

Each participant will receive *The Work and Family Survival Guide and Handbook*, used by companies, educators, students, professional child- and eldercare providers, and EAP counselors throughout the country. *Bridges to Balance* is a handy pocket-size guide to help you practice work/life balance everyday. Finally, attendees will receive a packet featuring trends, legislation, statistics, and summaries of the day's activities.

## Tuesday Evening's Special Event

Sponsored by the San Diego Zoo  
(nominal \$20 fee)

Embark on an adventure at the San Diego Zoo. Traverse the wilds of exotic continents and visit their natural inhabitants during a 45-minute Sunset Bus Tour. Satisfy your thirst and hunger at Sydney's Grill while mingling with a few of the Zoo's local residents. The night promises to bring a bit of adventure to those daring to walk on the wild side. Attendees will also enjoy entertainment by the Safari Bush Band and strolling animal presentations during cocktail hour.



Sponsored by:

## Wednesday Evening's Special Event

Sponsored by  
Anheuser-Busch's SeaWorld  
(nominal \$20 fee)

Sponsored by:



Enjoy a final fantastic evening during an exclusive event at SeaWorld San Diego. This special evening starts with greetings at the gate from Anheuser-Busch's famous Clydesdales and costumed characters followed by a private showing of *Cirque de la Mar*, SeaWorld's new acrobatic odyssey on water. Your adventure continues with dinner at Shipwreck Rapids, where roving entertainers and trainers mingle with guests. Imagine yourself as a cast-away on a tropical island. A precarious journey begins upon boarding a nine-passenger-raft water adventure and ends with a splashy finale at the Shamu Adventure Show. The Killer Whale Presentation showcases Shamu's many complex behaviors. Enjoy an evening of food, fun, networking, and memories.

# housing information

## The Site

San Diego's Town & Country Resort & Convention Center is located in Mission Valley—the heart of the city. On Southern California's sun-splashed coast, the Town & Country is a destination in itself. Offering 1,000 spacious guestrooms and suites, the Town & Country provides the ultimate in comfort with modern accommodations in two towers or sprawling one- and two-story garden bungalows. Outside you will find expansive, tranquil grounds adorned with picturesque gardens and scenic walkways lined with thousands of flowering roses and grand arching palms. You can dive into one of the four sparkling pools or indulge in the brand-new world-class European spa and salon. Adjacent to the Town & Country, you will find premier shopping, championship golf and easy access to San Diego's light rail trolley system. The Town & Country is convenient to all of the city's magical sights and famous attractions such as SeaWorld, the San Diego Zoo, beaches, the San Diego Intl. Airport, and Qualcomm Stadium.

## Reserve Your Hotel Room Today

A block of rooms has been reserved at the Town & Country Resort & Convention Center. ESM Association's Annual Conference & Exhibit room rate is \$129 per night (single or double occupancy).

1. All room reservations must be made directly with the Town & Country Resort & Convention Center by calling 1-800-772-8527 or [www.towncountry.com](http://www.towncountry.com)
2. To ensure room rate and availability, please make reservations before April 15, 2002.
3. Tell the reservation desk you are attending ESM Association's Annual Conference & Exhibit.

Have the following information with you when you call:

- Arrival/departure dates
- Number of rooms required
- Number of persons in your party
- Special requests (smoking, suite, etc.)
- If applicable, disability assistance required (please be specific)
- Credit card number and expiration date
- Address or fax number to which confirmation should be sent

## What to Wear

Conference attire is business casual.



*ESM Association's 61<sup>st</sup> Annual*  
**Conference & Exhibit**  
*Employee Services: Now more than ever!*

Full Name (Print) \_\_\_\_\_ Nickname \_\_\_\_\_

Position \_\_\_\_\_

Company \_\_\_\_\_ Number of Employees \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_

Phone \_\_\_\_\_ Fax \_\_\_\_\_ E-mail \_\_\_\_\_

Is this your first National Conference? ☐ Yes ☐ No

☐ Please check if you have a disability and require special services. Attach a description of your needs.



Payment method: ☐ Check (payable to ESM Association) ☐ Visa ☐ Mastercard ☐ American Express ☐ Discover

Credit card number \_\_\_\_\_ Exp. Date \_\_\_\_\_

**REGISTRATION FEES: PLEASE CIRCLE YOUR CHOICES AND INDICATE THE TOTAL AMOUNT ENCLOSED.**

Conference Registration Categories (Circle One)	Fee Prior to 4/1/02	Fee After 4/1/02
<b>ESM Association Organization Member</b> <i>Chapter, General, Individual</i>	\$585	\$610
<b>Register for the Conference and Join ESM Association Today!</b> <i>Includes membership through 12/02 for new Organization Members only</i>	\$730	\$780
<b>Associate/Supplier Non-Exhibiting</b>	\$895	\$920
<b>College Student</b>	\$170	\$195
<b>Retired ESM Association Member</b>	\$125	\$125
<b>One-day Registration</b> \$ _____ (day rate) X _____ (number of days) = _____ <i>Check dates of attendance</i> <input type="checkbox"/> 5/20 <input type="checkbox"/> 5/21 <input type="checkbox"/> 5/22	\$260	\$285

**SUBTOTAL:** \$ \_\_\_\_\_

Additional Events (Circle Your Choices)	Fee for Members	Fee for Non-Members
<b>Tuesday Special Event</b> <i>Fee for transportation &amp; admin.</i> <i>Sponsored by the San Diego Zoo</i> 	\$20	\$20
<b>Wednesday Special Event</b> <i>Fee for transportation &amp; admin. Sponsored by Anheuser-Busch's SeaWorld</i> 	\$20	\$20
<b>Sunday Bridges to Balance Pre-Conference Workshop</b> 8:00 a.m.-4:30 p.m. <i>Includes education, lunch and three take-home publications</i>	\$165	\$230

**TOTAL:** \$ \_\_\_\_\_

**Submit a separate registration form for each person. Duplicate copies of this form will be accepted.**

Advance registration will not be accepted without full payment. Mail payment and registration form to: ESM Association Headquarters, 2211 York Rd.,  
 te. 207, Oak Brook, IL 60523-2371; or fax the registration form with your credit card information to ESM Association at (630) 368-1286. If you have a  
 uestion, please call (630) 368-1280. Cancellation: Full registration will be refunded if written cancellation notification is postmarked on or before  
 /1/02. After that date, a refund is not guaranteed. All room reservations must be made **directly** with the Town & Country Resort & Convention Center  
 y calling (800) 772-8527. State that you are part of the ESM Association Conference. The ESM Association Conference room rate at the Town &  
 ountry Resort & Convention Center is \$129 per night (single or double occupancy). Our room block is limited. To insure room rate and avail-  
 ility, please make reservations before 4/15/02. Children under 16 will only be allowed in the Exhibit Hall on  
 /Wednesday, 5/22/02.

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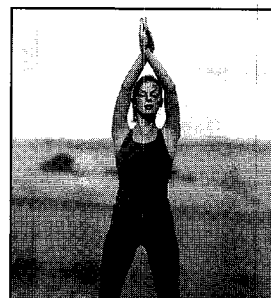


**ESM Association's 61<sup>st</sup> Annual Conference & Exhibit presents**

# **Pre-Conference Workshop Bridges to Balance**



**Date & Time**  
Sunday, May 19, 2002  
8:00 a.m.-4:30 p.m.



## **Presenters**

Jim Battersby, adjunct faculty, California Polytechnic State University, San Luis Obispo, CA  
Rick Griggs, president/author, Griggs Achievement, San Ramon, CA  
Cathy Leibow, president/CEO, Family Care, Inc., Pleasanton, CA

## **Schedule of Events**

Registration	8:00 a.m.-8:30 a.m.
Welcome and Purpose of the Day	8:30 a.m.-8:45 a.m.
Bridges to Balance	8:45 a.m.-9:45 a.m.
24/7 Integration	9:45 a.m.-10:45 a.m.
Break	10:45 a.m.-11:00 a.m.
Group Story Feedback	11:00 a.m.-12:00 p.m.
Lunch Served	12:00 p.m.-12:45 p.m.
Obsessed, Possessed or Blessed	1:00 p.m.-2:00 p.m.
Trends, Resources, Legislation, Policies & Programs	2:00 p.m.-3:00 p.m.
Break	3:00 p.m.-3:15 p.m.
Achievement Factors	3:15 p.m.-4:15 p.m.
Announcements & Conclusion	4:15 p.m.-4:30 p.m.

## **Work/life Training**

In this lively, interactive session, work/life experts help attendees manage the 24/7 workforce by integrating the use of work/life tools and resources into their personal and professional lives. Revitalize or jumpstart your work/life program through discussions and exercises. Get motivated to help employees and yourself remain balanced.

Attendees will leave the session well-informed, highly-motivated and well-equipped to implement work/life balance concepts and practices. Using the Macro Balance Model, the presenters will demonstrate a visual and quantitative look at employees' lives. Discuss work/life trends, resources, top-10 programs, and strategies for implementation. Learn which programs have staying power, which have the biggest impact on your workforce and what new legislation will influence these programs. The workshop will conclude with 10 accomplishments that high achievers consistently attain.

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**Registration Fee: Members—\$165, Non-Members—\$230**

See the Registration Form on p. 25 to register today!



# Telecommuting test

See if employees have what it takes to work at home

By Laura M. Stack, MBA, CSP

**W**ith safety in the workplace being an issue, many employers are fielding increased inquiries from employees wishing to work from home. While telecommuting—using computers and telephones to maintain contact with coworkers and clients while working from home—might seem more attractive than traveling to the office each day, many employees have tried this arrangement only to find it unproductive or unsatisfying. Before approving employees' requests to telecommute, it's wise to assess the personality traits of potential telecommuters.

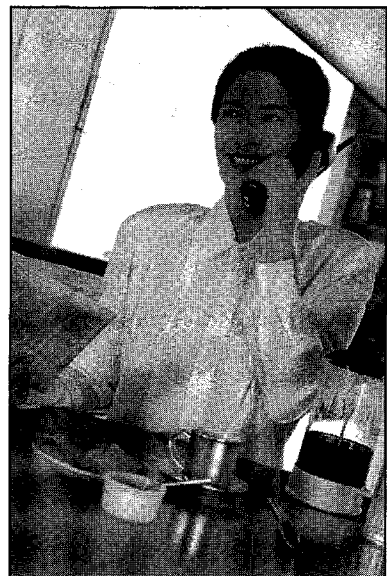
There are 12 personality tendencies that make up a successful telecommuting personality. Employee services providers responsible for their company's telecommuting program should use this list as a conversation document to assess the viability of this arrangement with interested employees.

## Personality is key

**1. Self-starters:** Do the potential telecommuters tend to work on their own, or do they prefer to be directed by others? When a supervisor informs these employees of a project and its deadline without providing further instructions, can they complete the project?

**2. Focused achievers:** Do they struggle to "put in" required hours? Do they procrastinate? Can they focus on work long enough to complete projects despite distractions? Once they begin a task, do they follow through to completion?

**3. Lone workers:** It's critical to evaluate the potential telecommuters' social needs. Will they enjoy less social interaction? Do they appreciate their private time and space? Are they comfortable working alone or do they thrive on having frequent contact with others? If telecommuters crave social interaction, they may excessively





talk on the telephone or run menial errands just to leave the house.

**4. Time managers:** Telecommuters should possess the ability to successfully juggle interruptions, visitors, phone calls, and e-mail. This personality trait is key to scheduling realistically, prioritizing correctly and delegating appropriately.

**5. Freedom fighters:** Telecommuting is a favorable arrangement for someone who resents micromanagement and enjoys the flexibility of setting their own schedule. They will be productive employees if they are able to make decisions quickly and confidently without consulting others.

**6. Organizers:** Organization skills are important to those who work at home. Maximizing the limited space designated for work can be challenging. Efficiency and organization allows telecommuters to be more productive.

**7. Professional performers:** Are candidates past the learning curve? Assess their ability to complete tasks without extensive direction. Telecommuters should commit themselves to their responsibilities and enjoy a sense of accomplishment when a job is well done.

**8. Balanced individuals:** Beware of workaholic tendencies. Employees who partake in telecommuting must know when to get down to business and when to close the office door. They should resist temptations to leave family in the evening to disappear into the office.

**9. Confident optimists:** Do they believe in their ability to succeed? Since coworkers and managers won't be there to offer praise, can they be their own cheerlead-



ers? Are they generally optimists? In a stressful situation, these employees must recognize the value of humor in life rather than giving up.

**10. Risk takers:** Successful telecommuters enjoy taking risks. They are driven and willing to put 100 percent into their passion. Working at home involves risking relationships. Will family members respect their efforts to work at home? Will there be turf wars among coworkers? Will employees' images suffer at work?

**11. Delegators:** Do they know when to ask for help or support, or are they perfectionists who try to do everything themselves? Successful telecommuters know their limits and know when to ask for help. Working at home can cause employees to forget other resources. Some employees may try to take on too much and be tempted to work 12-hour days to accomplish more work.

**12. Effective communicators:** Telecommuters need to develop strong working relationships with a variety of people including their customers, coworkers, supervisors, and family members. To make this arrangement work, they must keep everyone constantly informed of their schedules and the status of projects.

## Conclusion

If employees are confident that they can demonstrate each one of these characteristics, they are more likely to be successful telecommuters. When potential telecommuters feel each tendency describes them, they will probably experience a relatively smooth transition.

If they can identify with some, but not all of the tendencies, they may encounter some challenges and require a longer adjustment period. When none of these tendencies applies to them, they should reconsider their desire to telecommute.

**esm**

---

*Laura M. Stack, MBA, CSP, is The Productivity PRO™, helping people leave the office earlier with less stress and more to show for it. She presents keynotes and seminars on time management, information overload and personal productivity. Contact her at (303) 471-7401 or [www.LauraStack.com](http://www.LauraStack.com).*



**ESM Association's 61<sup>st</sup> Annual Conference & Exhibit presents**

# **Strategic Networking Forums**

## **Date**

**Monday, May 20, 2002**

**Wednesday, May 22, 2002**

---

## **Schedule of Events**

Join your peers in a small-group setting for extensive networking, benchmarking and learning opportunities. Tenured employee services providers will lead discussions on timely topics. Attendees will participate in two Strategic Networking Forums per session with each discussion held in a separate room.

---

### **May 20, 2002**

#### **1. A Year in Review, The Impact on Employee Services Programs**

*Topics include:*

- Programming Challenges
- Employee Management
- Security
- The Economy's Effect on Services

#### **2. Trends in Onsite Health and Wellness Benefits**

*Topics include:*

- Health Fairs
- Seminars
- Screenings

#### **3. Promoting Your Programs to Employees**

*Topics include:*

- Communications
- Promotions
- Multiple Locations

#### **4. Volunteers**

*Topics include:*

- Boards
- Programs
- Volunteer Recognition
- Awards

#### **5. Managing Employee Groups/Clubs**

*Topics include:*

- Travel
- Athletics
- Bands
- Support Groups
- Education

#### **6. Operating on Reduced Budgets**

*Topics include:*

- In-Kind Services
- Cost-Cutting Tips
- No-Cost Services

#### **7. Ask the Experts**

*Topics include:*

- Your Needs and Challenges
- Personalized Advice
- Q & A

### **May 22, 2002**

#### **1. Employee Services and the 24/7 Workforce**

*Topics include:*

- Work/life Balance
- Accommodating Shift Workers
- Convenience Services

#### **2. Community Services**

*Topics include:*

- Blood Drives
- Community Events
- Fundraising for Charities
- United Way Campaigns
- Recruiting Volunteers

#### **3. Recreation, What's In and What's Out**

*Topics include:*

- Recreation Facilities
- Latest Sports Trends
- Latest Fitness Trends

#### **4. Special Events**

*Topics include:*

- Celebrations
- Theme Ideas
- No-Occasion Special Events
- Diversity

#### **5. Ask the Experts**

*Topics include:*

- Your Needs and Challenges
- Personalized Advice
- Q & A



CONTINUED FROM PAGE 32

in the Desert" scenario calls team members to make key decisions to stay alive. Different variations include a jungle survival scenario, a mountain scenario and several others.

These are fun. Unfortunately, extensive studies—including my personal experience with at least two of these activities—show that there is a 96 percent chance the group will call upon a group "expert" in whatever topic the situation addresses. This person invariably disrupts the exercise by taking over the entire project, thereby undermining the group effort.

Let's say the team is working on the jungle scenario. After everyone reads the background information, Chris begins: "Heck, this is easy. I just went on vacation to Puerto Rico and saw a rain forest, so I know all about this stuff."

Jane: Wow, you got lost in the jungle?

Chris: No, we were on a bus tour.

Jane: Oh.

Chris: But the solution is so obvious to anyone who has been to a rain forest like I have. The first thing you need to do is...

A third category of activities aims to stir creativity while showing that group power can produce an astounding number of ideas. The facilitator holds up a nondescript object—say, a Styrofoam cup—and asks the group to brainstorm pages of ideas on how that object could be used. This exercise gets the creative juices flowing, with people suggesting such uses as "drink with it" and "use it to pour acid into the facilitator's eyes."

Last but not least, there are activities that try to foster empathy among colleagues. One favorite is the so-called headband exercise. In this game, each person is physically labeled with a descriptor or directive. (It's wrapped around their foreheads so everyone but them can see.) As descrip-

tors, John may be labeled "creative," Mary may be a "great listener," Maury may be a "conformist." Directives can include "ignore me," "listen closely to me" and so on. The group then proceeds to have a conversation. The descriptors, which define how group members perceive and treat each other, trigger all sorts of discoveries.

A big downside to this activity is that some facilitators go a bit overboard when choosing labels. True story: One person, we'll call him Bill, once spent 30 minutes wearing the words "laugh at me." In keeping with the exercise, Bill didn't know the nature of his label. What he did know, by the end of the half hour, is that he wanted to dismember each and every one of his so-called teammates. So caution is the keyword when coming up with labels.

## Add meaning

Okay, okay, perhaps I'm being a bit harsh. Here's a confession to soothe the feelings of all trainers and facilitators: I have used three of the above-listed activities in my efforts to strengthen groups. Actually, I used one of them...or maybe it was someone else. My point is, these exercises can work, if you follow these important tips:

- **Clearly understand the group's objectives.** Identify what the group wants and needs to gain from its team-building efforts, and only then start looking for the right activity. Assume nothing. Meet with team members and make sure you are all striving for the same objectives. If the group is expecting too much from a single activity, help them create realistic goals.
- **Explain how the exercise relates to work.** Whatever the activity, always follow it with an in-depth debriefing session in which participants crystallize their discoveries and link them with real

work situations. This makes the activity useful and relevant.

- **Evaluate the risk of the exercise.** Avoid activities where the odds of creating unfavorable results are just too great. Take another approach to reaching the same goal. Activities that may offend or hurt others or create opportunities for the above-mentioned pitfalls are unproductive.

- **Avoid overused games.** Consider the group's prior experiences and choose a fresh approach. If need be, ask someone who has facilitated team-building exercises for ideas.

- **Make the activities real.** If the teambuilding focuses on building relationships with suppliers, organize a session in which team members talk with suppliers. If the intent is simply to tighten the team's bonds, look for a one-day community service project. Cleaning up a nearby park or making repairs at a local homeless shelter, followed by a thorough debriefing session, can produce a surge of pride and team spirit.

## Conclusion

Before trying the newest fad in team-building exercises, do some homework. Establish what lesson teammates should garner from the experience. Always keep participants' safety in mind and make the exercise relevant to work projects and goals. In addition to explaining how to participate in the activity, plan to follow the exercise with an explanation of how employees can apply it to work situations. This way, fun and games become play with purpose. **esm**

©2002 by Tom Terez Workplace Solutions, Inc. Terez is a speaker, workshop leader and author of *22 Keys to Creating a Meaningful Workplace*. His website, *MeaningfulWorkplace.com*, is filled with strategies and tools for enriching the workplace and boosting productivity. Terez may be reached at (614) 571-9529 or [Tom@MeaningfulWorkplace.com](mailto:Tom@MeaningfulWorkplace.com).



### **ESM Association Headquarters' Office Member Services Department**

Jean Wilson, director of  
Member Services  
(630) 368-1280  
FAX (630) 368-1286  
jeanwilson@esmassn.org

Jamie Sennett, manager of  
Member Services  
(630) 368-1280  
FAX (630) 368-1286  
jamiesennett@esmassn.org

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## Play with purpose

**Teambuilding exercises can be fun. However, to avoid wasting company time, create goals for games and avoid common pitfalls.**

By Tom Terez

**Q.** Our ESM Association chapter is going on a retreat. We'd like to conduct a team-building activity. Any suggestions?

**A.** As the veteran of many such exercises—including the Human Knot, during which I suffered a hyper-extended vastus lateralis—I am happy to address this issue. Many trainer activity books, with titles like *One Billion Games Trainers Play and Amazingly Get Paid For*, tout all sorts of ways to spend an hour and loosely call it work. However, our nation's productivity rate would soar if we'd just stop trying to figure out 150 ways to use a Popsicle stick. Let's take a look at how facilitators' team-building exercises went awry despite established goals.

### Consider the goal

Many activities are designed to prompt greater openness among team members. In one classic exercise, each participant jots down three statements about himself or herself—two that are true, one that is false. Then, a facilitator or group member reads each person's list, and the others try to identify the falsehood. This is a great technique to get to know colleagues, but the team will either learn more than they've ever wanted to know—or less.

For example, Bob writes: 1) I was once arrested for petty theft. 2) While in college, I chugged a whole bottle of Vodka. 3) I love to



spend my free time watching wrestling. This information is almost certain to—and I'll be diplomatic here, in case Bob reads this—affect the team's working relationship with Bob.

Another example: The group is eager to learn more about Fran, who seems to be very quiet. She writes: 1) I collect spoons. 2) I have spoons from all 50 states. 3) I have a thimble collection. After hearing this, will the group be more or less likely to go to Fran for wild, crazy ideas?

Some activities attempt to prove that a team approach is effective in grappling with complex problems. The famous "Airplane Crash

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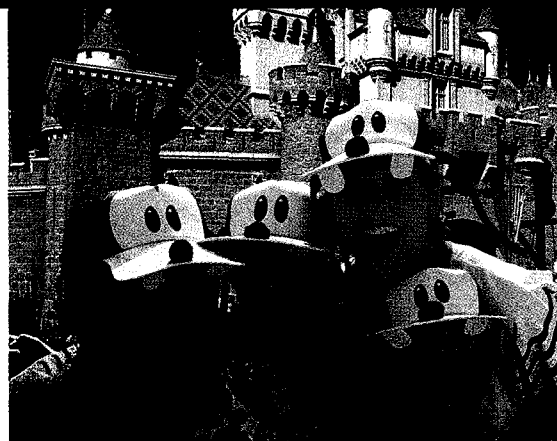
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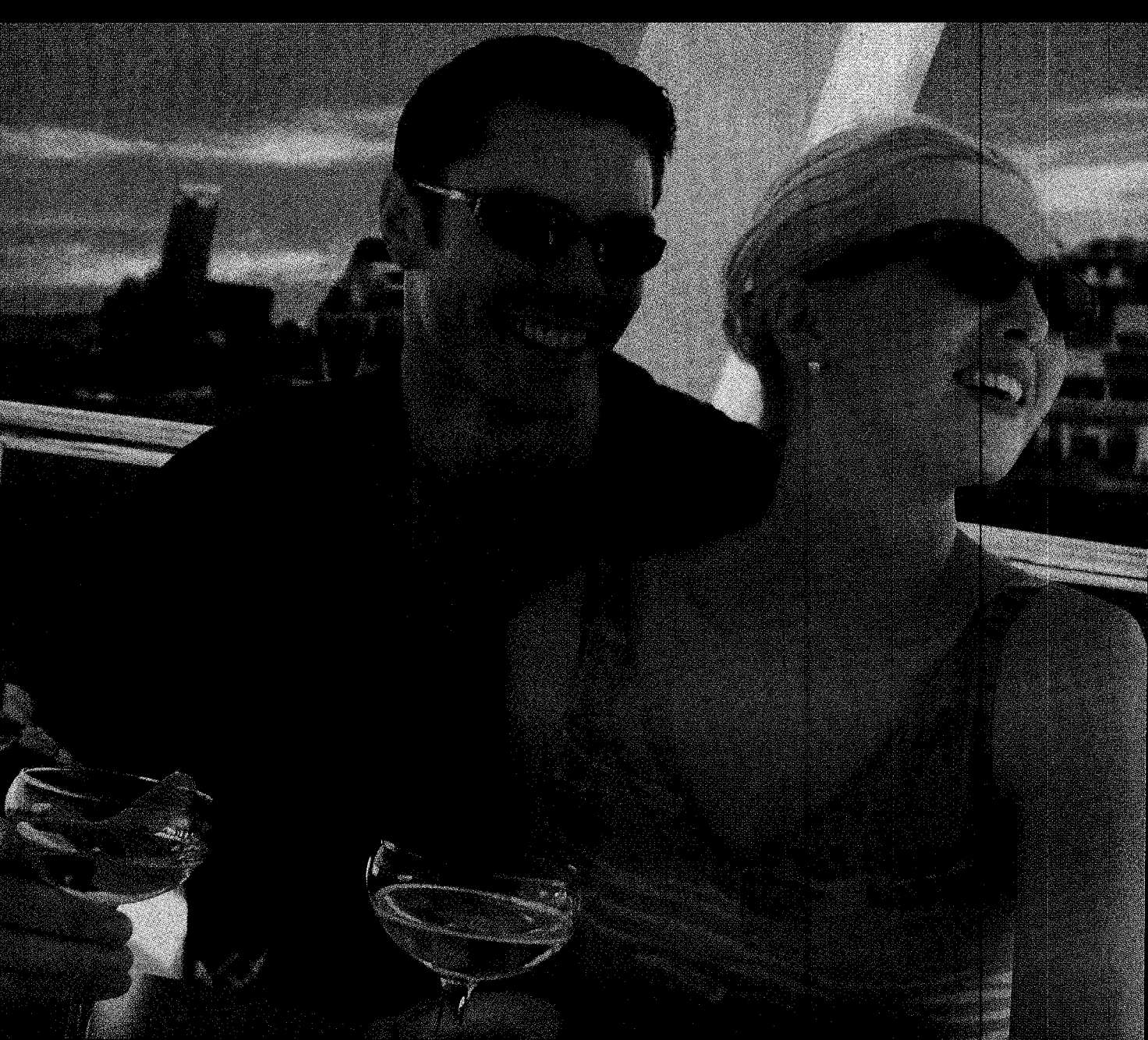
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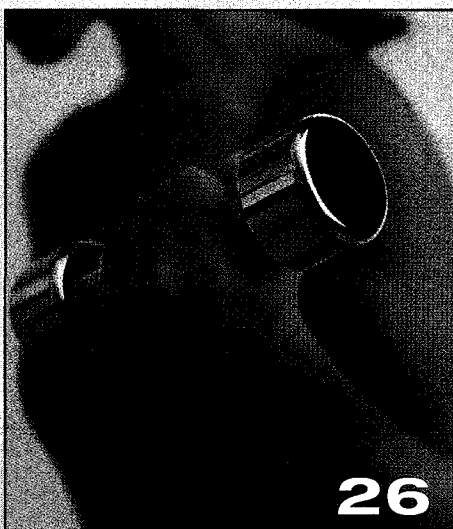
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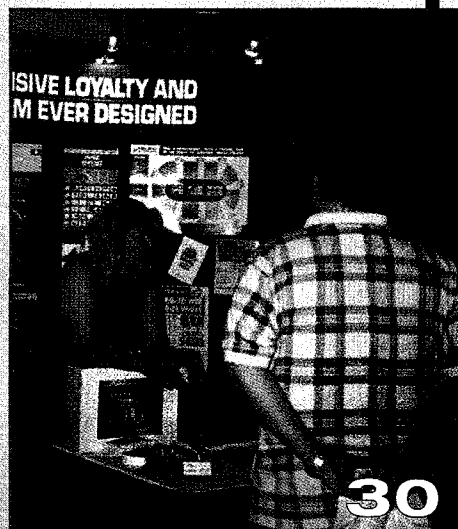
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Experience friendly faces, innovative ideas and new techniques for striking a work/life balance during ESM Association's 61<sup>st</sup> Annual Conference & Exhibit, May 19-23, 2002. Review a detailed schedule of events and register today.

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Shop for the latest employee merchandise, programs and services in the Exhibit Hall of ESM Association's 61<sup>st</sup> Annual Conference & Exhibit. Plan ahead by noting the booth numbers of the Exhibitors you plan to visit and locating their booths on the Exhibit Hall floor plan.





## From the top down

Partnering with managers to promote employee services offerings

In this month's cover story, "Guaranteed Delivery," page 13, FedEx Express' Human Resource Department Management Team discusses its initiative to recruit more employees and decrease turnover by revamping the company's new hire orientation materials. The department's initial goals were to revamp the company's outdated new hire video and manager's guide. However, after conducting research on recruitment, turnover and retention, results uncovered some unexpected news: One of the main reasons employees left the company was because managers were unaccessible and failed to form critical relationships with them. As a worldwide company with limited onsite human resource presence, communication between managers and employees is crucial to employee retention and high morale.

Encouraging new employees to participate in employee programs is especially challenging when employees are spread out across many locations. When the employee services staff only exists at corporate headquarters, so do the services and the promotion of benefits. In this case, it is important that managers not only assist in the communication of new offerings, but that the message remains consistent.

FedEx Express' Human Resource Department accomplished this through their manager's *Guide to New Hire Orientation*, which provides a timeline and charts on when and how managers should introduce specific company information to new hires. Details about employee services are peppered throughout the book, ensuring that employees are aware of the services available to them and know where to obtain more information without manager assistance.

Other ESM Association members have succeeded in convincing management to support employee services programs and incorporate information about them in new employee orientation. Some create new employee orientation videos based solely on employee services and how they shape the company's corporate culture. Footage of employees participating in activities and special events make new hires feel at home from day one. Other employee services providers use their facilities to lure top talent to the company. Oftentimes, a tour of the onsite daycare facility provides an edge over the competition.

In short, a company's employee services program helps recruit and retain employees. Therefore, managers should be held responsible for keeping abreast of employee services offerings, providing employees with the information and encouraging them to get involved. In return, employee services providers must ensure that their employee offerings are properly communicated in new employee orientation materials and by managers throughout a worker's term of employment.

Renee M. Mula  
Editor

reneemula@esmassn.org

*Renee M. Mula*

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PATRICK B. STINSON

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CYNTHIA M. HESLON

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RENEE M. MULA

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## Sweaters of love

**Botsford Health Care Continuum's employee volunteer project partners inspiration, diversity and hope for the future**

By Beverly Weiss, CESM

**E**ncouraging employees to squeeze volunteerism into their busy schedules can be challenging. Yet, it only takes one volunteer experience for employees to realize that the personal satisfaction they receive from helping others makes volunteering worth their time and effort. As the corporate director of employee services, Botsford Health Care Continuum, Farmington Hills, MI, I always look for new approaches to volunteerism.



Over a year ago, I read an article in an inspirational and spiritual magazine called *Guideposts* asking readers to knit and/or crochet sweaters for children in orphanages around the world. I immediately related to this article because many years ago, my sister adopted four biological brothers and sisters from an orphanage in Seoul, Korea. I vividly recall becoming acquainted with them and was moved by their responses to my inquiries about life in an orphanage. They mentioned that their lack of adequate clothing kept them cold in the winter. People often take for granted their ability to stay warm by turning up the heat. Yet, these options are considered luxuries to these youngsters. The

*Guideposts* article touched my heart and compelled me to take initiative.

### **Spreading warmth and love**

As an avid knitter, I decided to knit a sweater and send it to *Guideposts*. My first step was to contact *Guideposts* for a copy of the sweater patterns. I was sure several other Botsford Health Care Continuum employees who knitted or crocheted in their free time would enjoy participating in the project, which led me to turn the idea into an employee volunteer project. Using our employee newsletter, I wrote a request for employees and volunteers to participate in this project, inviting

family and friends as well. My daughter and I knitted sample sweaters and posted them on the bulletin board. Although most knitters and crocheters have ample supplies of yarn, I purchased a small amount for those who don't knit or crochet regularly. Botsford's Employee Services Program and Diversity Council sponsored the project costs.

### **Overwhelming response**

It wasn't long before our phones, e-mail and even drop-in inquiries gave life to this project. Even family members of hospital patients came by, picked up yarn and needles, and soon sent us their completed contributions. Over



## The 10 Components

250 sweaters—in child sizes 2-14 and in every color combination imaginable—piled up quickly in our Employee Services Office. What a thrill it was as we boxed and prepared to ship our first group of sweaters to *Guideposts*. Much love was included in each box, as the employees knew these sweaters would share our warmth with children in orphanages all over the world, including Romania, Turkey and Kosovo.

### Future outlook

In its four-year existence, the *Guideposts* Sweater Project collected more than 100,000 sweaters to date. Contributing Botsford employees often comment on the

satisfaction they receive from participating in this project. They enjoy the fact that they can contribute in their spare time and without leaving home. Mary Farquharson, a Botsford Medical Records employee, says, "I got caught up in the excitement of making sweaters for these children and, at last count, I've completed 10. I'll probably make more because the need is still there. I'd like to encourage others who knit or crochet to get involved in this special project."

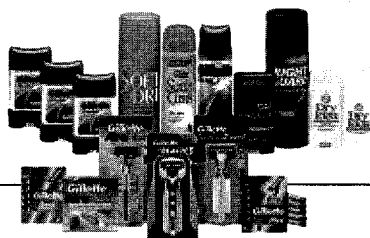
Last Christmas, the media approached us to speak about the *Guideposts* Sweater Project. As a result, Botsford received coverage in two newspaper articles, a local

TV segment and a radio interview that aired Christmas Day. The publicity prompted community members to inquire about the project. We see this project snowballing, and we plan to continue bringing Botsford employees together to spread warmth and goodwill across the continents. **esm**

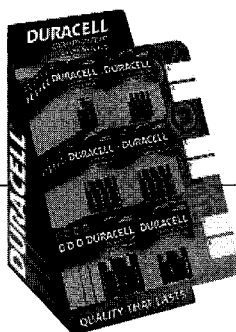
*Beverly Weiss, CESM, is the corporate director of employee services for Botsford Health Care Continuum, Farmington Hills, MI. In 1997, she served as president of Employee Services Management (ESM) Association. Weiss can be reached at (248) 888-2600 or bweiss@botsford.org.*

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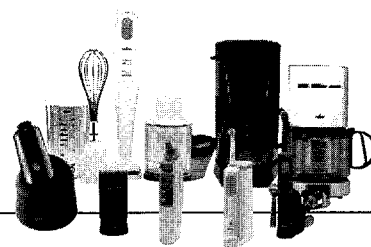


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## Surviving a layoff

How to financially prepare your family and employees for the worst

By Susan Zimmerman

**D**ue to today's high national unemployment rate, employees realize that anyone is vulnerable to the perils of corporate downsizing and layoffs. They're now asking themselves the key question, "If my spouse or I lose our jobs, how will we pay our bills?"

Think about your own financial situation for a moment. Do you have enough money saved to pay for your mortgage, car payments, utilities, groceries, credit card bills, and any incidentals for at least six months? For most Americans, the answer is "no." And no matter how much they deny it, deep down they know that missing even one paycheck would be financially devastating for their family's budget. To address employees' financial concerns during tough economic times, consider incorporating the following information into a lunchtime seminar or employee newsletter article.

### U.S. debt

Current research shows that American debt is rising faster than savings. Today, the average credit card balance per household is \$7,500, while the average 45-54 year old has only \$2,600 in savings. Even more shocking, the Social Security Administration, Baltimore, MD, estimates that 85 percent of Americans have a true net worth under \$250. With such figures, it's no wonder so many employees are financially unprepared to survive a sudden loss of income.

Before a layoff strikes your family and threatens your financial stability, prepare to sustain a time of





lowered income. Proactively planning for such a scenario, can reduce the stress of a job loss and help focus your energy towards a job search.

### Develop a nest egg

The number one key to surviving a job loss is to have an emergency fund in the bank that could sustain your family for three to six months. If you're currently living paycheck-to-paycheck, or if you're in a specialized field where finding a new job could take longer, it's wise to err on the side of caution and strive for at least a six-month financial cushion. The question then becomes, "How can I possibly save that much money? I need every penny I earn just to pay my current bills on time."

Saving money is possible, and today it's absolutely essential. Whether you're one of the millions of people who live paycheck-to-paycheck or someone who simply has never learned how to save, you can make some minor changes to your perception of spending and accumulate an emergency nest egg sooner than you think. You'll then have enough funds to survive a drop in income, should one occur.

**1. Reduce your "nice to have" purchases.** For most people, the distinction between "must have" and "nice to have" purchases is blurred. They become accustomed to finer, more expensive "necessities" and eventually increase the frequency of such indulgences. They believe they must buy a new car every two years, a new wardrobe every season and expensive dinners at fine restaurants at least three times a week.

As you build your six-month financial cushion, look at the frequency of your purchases and see where you can reduce, but not necessarily eliminate, purchases for the time being. For example, could you go out to dinner once

rather than three times each week? Or, instead of buying trendy clothes for each season, could you purchase wardrobe accessories that flow from season to season? If so, put the money you would have spent on those purchases towards a reserve fund.

The purpose is not to deprive yourself of the lifestyle you want, but to temporarily tone it down



until you accumulate a savings that allows you to sustain your lifestyle during a financial downturn. As you analyze each aspect of your spending, you'll find instances where simply reducing your spending frequency greatly adds to financial well being.

**2. Discover your "spending triggers."** When attempting to save money, many people fail to accumulate as much as they need because of impulse buying. They see an advertisement for a new product and can't resist its appeal. Then, they put most, or all, of their saved money towards the new purchase and begin the "saving only to spend it" process.

To overcome this savings pitfall and build a nest egg, research what drives you to purchase impulse items. Walk through the

mall, watch TV commercials and study print ads. However, instead of allowing the advertisements to affect your desire to buy or not buy the item, observe your reaction to the marketing piece. Does the ad make you feel deprived, excited, successful, unsuccessful, jealous, or happy? Next, ask yourself, "Do I want to be suckered into this specific marketing tactic?" When you become aware of the psychology merchandisers use to sway buying decisions, you empower yourself to say "no" to these purchases and take control of spending habits. Instead of feeling deprived for not purchasing a certain item, feel privileged that you recognized your spending triggers and chose to put your money toward a more important endeavor.

**3. Become a master of walletless shopping.** If you want to save more for the future, go shopping without your wallet and limit the ability to buy items on a whim. Enter the store with a list of needed items and leave your credit cards and checkbook at home. Only buy the listed essentials that you can pay for with the cash you have on hand. If you discover an impulse item that you "must have," write down what you want and its price. Keep this impulse list for at least 48 hours. At that time, go back to your list and see if your emotion to buy the items still exists. Many times you'll discover that a "cooling down" period saves you hundreds of dollars since the initial desire for the "must have" impulse item waned.

Sometimes, however, the desire for an impulse item is so strong that waiting 48 hours to buy it seems impossible. This is when you need to logically analyze the buying decision. Ask yourself such questions as, "Where will I put the item?" "Will I really use it?" "Is there a lower-cost or no-cost alternative?" "How often will I use it?"



"Will the cost take me away from other goals?" and "How many hours do I have to work to pay for the item?" When you curb your buying emotions with money logic, you can often see the item's true price. At that point, many people decide to apply their money to their savings.

### **Six months and beyond**

After you accumulate a six-month nest egg, strive to continue a new savings habit. Realize that even if you are fortunate enough to never use your emergency cash fund, you will still benefit by allowing the interest to accumu-

late so you can retire earlier or retire better. Take your savings a step further and speak with a financial planner to complete a retirement income needs assessment and obtain information about asset allocation. This will help add structure to your current and future savings plans.

When you are financially prepared, a sudden job loss or other drop in income will be less stressful. You'll have the resources you need to provide for your family and you'll be better able to focus your job search efforts. By analyzing your current lifestyle and making slight modifications to

spending habits, you allow yourself to live a comfortable life while investing in your family's long-term security. **esm**

*Susan Zimmerman is a Chartered Financial Consultant (ChFC) and a Licensed Marriage and Family Therapist (LMFT). She is the author of the book The Power in Your Money Personality: Eight Ways to Balance the Urge to Splurge With Your Craving for Saving and the co-founder of Zimmerman Financial Group, Apple Valley, MN. Zimmerman can be reached at (952) 432-4666 or [susanzfg@frontiernet.net](mailto:susanzfg@frontiernet.net).*

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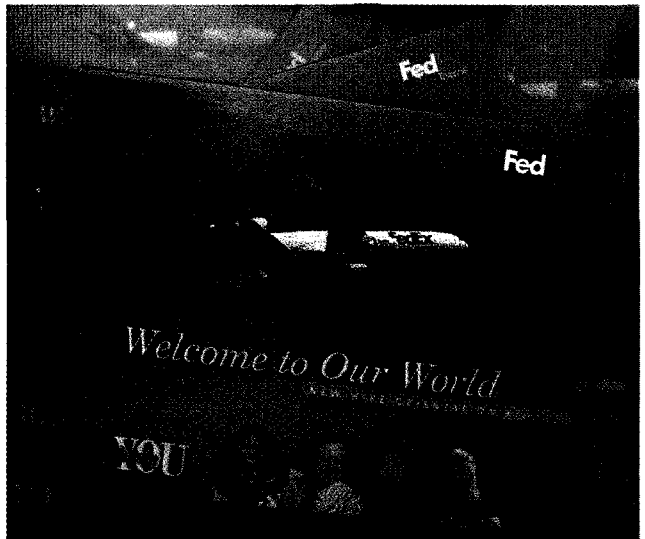


# Guaranteed Delivery

FedEx Express builds employee commitment through new hire orientation

By Lucie P. Lawrence

As the world's largest express transportation company, FedEx Express, Memphis, TN, relies on its 148,000 employees worldwide to quickly and safely deliver shipments of everything from fresh oysters, antibiotics and military aircraft parts, to birthday gifts, airbags and an occasional gorilla or elephant. "The key to our success is exceeding customer expectations," says Larry McMahan, vice president of human resources performance and support. "And the way we achieve that is through our people." For FedEx Express, retaining its employees is a priority. "In our competitive marketplace, employee loyalty tends to be low," McMahan notes. "If employees don't like their jobs, they simply walk across the street and find a new one. It's important to keep your people happy and to create an environment where they want to stay."

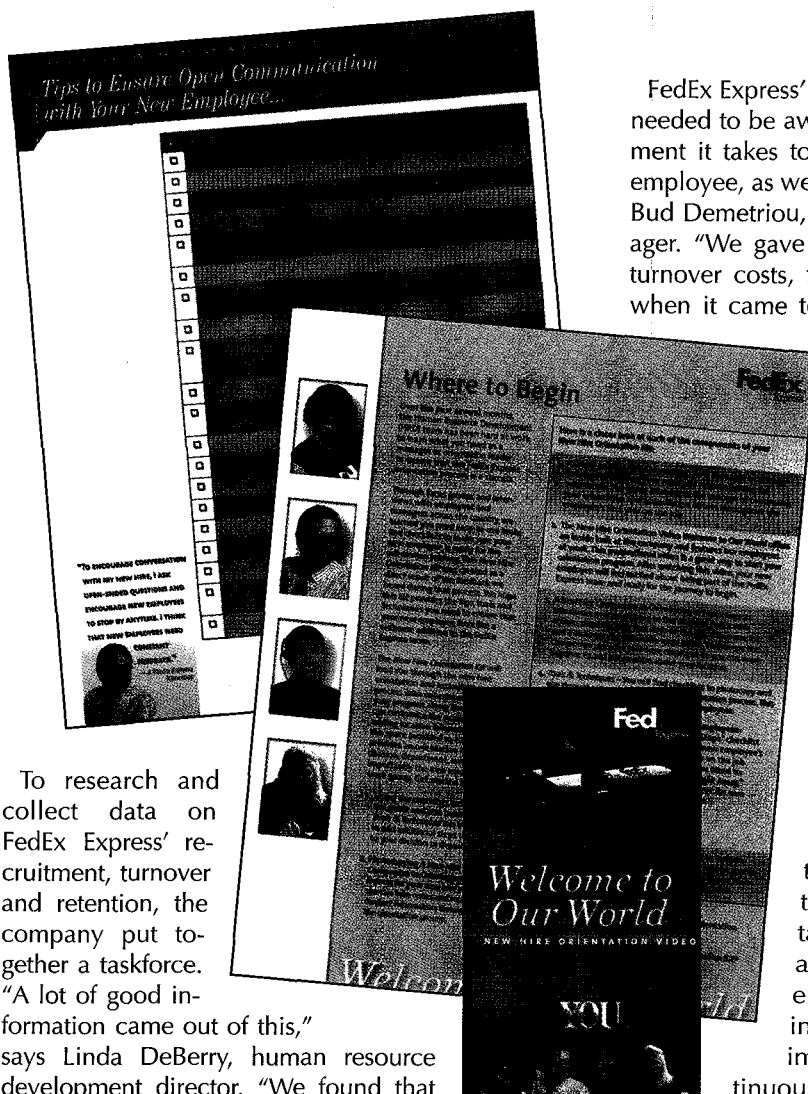


## Educating managers

For the last four consecutive years, *Fortune* magazine rated FedEx Express as one of the "100 Best Companies to Work for in America." Yet, like many labor-intensive industries, the company experienced a recent decrease in the number of job applicants and an increase in

turnover. Management needed to act. "We hired 35,000 new employees last year. A majority were hourly employees with very physical jobs," says McMahan. "We don't want to lose these people. We're convinced that anything we can do to improve retention is important to the company."





To research and collect data on FedEx Express' recruitment, turnover and retention, the company put together a taskforce. "A lot of good information came out of this," says Linda DeBerry, human resource development director. "We found that one of the key reasons employees—especially the couriers—were leaving was because they lacked strong relationships with their managers. They complained that managers were not accessible and were not forming critical relationships with them."

With over 1,200 staffed FedEx World Service Centers® and 8,000 staffed FedEx Authorized ShipCenters® nationwide, the company has a limited onsite human resource presence. As a result, managers must play that important role. "The managers—who are responsible for orientation and employee turnover, as well as meeting customer expectations and achieving the company's aggressive sales and service metrics—didn't realize what employee turnover was costing them or the company," adds DeBerry. "We also discovered that they didn't understand their roles and responsibilities within the orientation process."

FedEx Express' next step was to educate. "Managers needed to be aware of the time and financial investment it takes to recruit, hire and assimilate a new employee, as well as the cost of losing one," explains Bud Demetriou, human resource development manager. "We gave them all the figures, including the turnover costs, for every job in the company. And when it came to instructing them on how to keep employees from leaving, the orientation program was key."

## Retention begins with orientation

"The manager is the new hire's first role model and company resource. It's the manager who sets the tone for the employee's new position and helps him or her find a place at FedEx Express," says McMahan. "Making the most of this crucial relationship is important. Company loyalty is formed early on, and it's that loyalty we're looking for."

DeBerry adds, "We believe orientation is the first step to long-lasting ties; it's where retention begins. It takes time for new employees to assimilate to the FedEx Express environment and absorb all the information given to them, but it's important that orientation be a continuous process and not just something to do the first day or week. We wanted to change the perception of orientation from a one-day experience to a year-long process."

Orientation was not a new concept to FedEx Express. The company already had a new hire video and a simple manager's guide, but both were outdated and underused. "We needed a new and improved orientation program that also reflected the company's role within our new corporate structure," says Peggy A. Hall, senior human resource development specialist. "This included updating the *Welcome to Our World* video, in addition to expanding the new hire orientation manager's guide and developing an intranet web page. Our goals were to ensure a consistent brand and support ongoing retention and recruitment efforts throughout the company."

To help with this, FedEx Express turned to Watson Wyatt Communication, Washington, DC. "The challenge was developing a simple, effective tool for



managers to welcome new employees to the FedEx Express environment and orient them to the expectations of their position while helping managers meet their aggressive goals," says Watson Wyatt Communication Consultant Marc Cooper. To target efforts toward the end-user and identify problems in FedEx Express' existing orientation process, Watson Wyatt conducted focus groups and interviews with managers and new employees across the company. "The feedback was extremely valuable," says Hall. "We learned that both groups were dissatisfied with the orientation process. We didn't know that."

The importance of focus groups and interviews is highlighted in Watson Wyatt's 1999 *Communications Study: Linking Communications with Strategy to Achieve Business Goals*, which found that successful organizations have a well-defined two-way communication philosophy. In this study, more respondents from high-performing organizations than from all others rated their communication as effective and reported that they used employee input in decision making.

Using the feedback as a guide, the team broadened the scope and objectives of the orientation materials. The new package includes an expanded focus beyond paperwork and benefits, with information on FedEx Express' unique culture, employee services and career development opportunities; defined roles and responsibilities for managers; user-friendly tools to customize the program to each location; a flexible corporate standard adapted to different FedEx Express locations; and a reinforcement of upper management's commitment to the orientation process.

"What began as a simple project to update an orientation video evolved into an opportunity to transform the entire orientation experience at FedEx Express for both new hires and managers," says Watson Wyatt Communication Consultant Melissa Burke. "The outcome was the New Hire Orientation Kit."

### **The new orientation experience**

The New Hire Orientation Kit is a tool to help FedEx Express managers and new employees do their jobs better. "It makes early conversations between the manager and the new hire more efficient and meaningful. It helps new hires feel at home and understand FedEx Express and their role within the company," says Demetriou. "In addition, new hires no longer have to rely on only their managers for information—a frequent complaint during the focus groups. The kit's orientation checklists inform new hires about the information they should receive from managers."

## **Components of FedEx Express' New Hire Orientation Kit**

- *A Guide to New Hire Orientation* outlines the manager's roles and responsibilities for orientation. The guide introduces the concept of continuing the orientation and assimilation process throughout the employee's first year on the job. Charts and checkpoints ensure that managers educate new hires on FedEx Express' employee services offerings.

- The New Hire Orientation Video, *Welcome to Our World*, offers an inside look at the company and features FedEx Express employees at work. The employee services portion mainly highlights work/life services and voluntary benefits.

- *Welcome to Our World: A New Hire Companion to Orientation at FedEx Express* introduces employees to the world of FedEx Express with action steps for their first days on the job, a dictionary of frequently used terms and a resource list for Perks and Benefits, Professional Development Opportunities, FedEx Express' Performance Feedback System, and Rewards and Recognition.

- *The Tools & Techniques* section includes checklists for managers and new employees to use throughout orientation.

- *Local Orientation Materials* is empty, so each division or department can customize the materials by adding local information.

- The contents of the kit are also included on the FedEx Express intranet. The website mirrors the look and feel of the New Hire Orientation Kit and includes electronic versions of all print materials.



This includes employee services, which are highlighted throughout the kit. In the book *Welcome to Our World: A New Hire Companion to Orientation at FedEx Express*, action steps require new hires to participate in a tour of the facilities and view the *Welcome to Our World* video. The video uses images of logo items, a family photograph, prescription medication, and a checkbook to depict the work/life needs of FedEx Express employees. Footage of a sick child and family members walking arm and arm down a residential street roles on the screen as the voiceover describes how FedEx Express' work/life services can help employees through tough times. Later, the narrator mentions incentive awards as the screen's text touts, "When You Deliver, We Deliver."

According to the managers' book, *Guide to New Hire Orientation*, managers should allow time for new employees to acquaint themselves with the FedEx Express intranet site, Employee Benefits Service Center and pertinent 800 numbers. At 30 days of employment, employees know where to locate information about employee services such as the Federal Express Employee Association (FEEA), employee events, discounts, and group travel and lodging rates. Before their first year of employment, employees begin shaping their careers. At this time, managers encourage them to strive for exceptional performance through FedEx Express' rewards and recognition programs.

### Positive results

"Since the kit was shipped to managers in early May 2001, it has been received extremely well, to the extent that we're looking into producing additional kits," McMahan says. "The demand has overwhelmed us beyond expectation." Adds Hall, "Even the employees who have been here for years have been watching the video and reading the materials to reconnect with who we are as a firm and to rekindle their excitement and spirit in FedEx Express."

"Much of the work on the orientation project centered around the culture of the organization and how people—specifically new hires—fit into that culture," she explains. "Once we developed a strong message about who we are, we realized that the kit is useful beyond orientation—as part of our recruitment message, as a retention tool and as a way to let customers and investors understand what FedEx Express is all about." FedEx Express plans to use portions of the video for recruiting at job fairs and on college campuses, and to support sales initiatives.

### Moving ahead

In a constantly changing world, FedEx Express understands the importance of moving with the times and looking toward the future. "The New Hire Orientation Kit has been a wonderful asset to our company, but we can't stop here. The kit meets our current needs; however, we see the materials evolving into a more interactive process," says DeBerry. "A section of the kit was left open for customized divisional materials, and we also intend to post this divisional information on our website."

"We have developed online and print surveys and are planning additional focus groups to track employee feedback and measure the effectiveness of the kit," she adds. "Also in the works is a Passport Plan—another phase of learning—which takes employees on a 90-day 'journey through FedEx Express' to learn more about the company. By building a strong relationship between new hires, managers and the company, it is our hope that employees will be happy in their jobs and realize that FedEx Express is a very special place to work."

### Sage advice

The Human Resource Department Management Team at FedEx Express offers the following advice to other organizations looking to improve their orientation programs:

- **Perform research on best practices.** See what types of orientation programs are out there and what works for other organizations.
- **Talk to employees.** Take the time to listen to what they have to say and what they need, and respond accordingly.
- **Ensure that your story—as an employer—is consistent.** Your orientation message needs to reinforce your recruiting message, and this should carry through to your internal message, which feeds retention.
- **Strive for retention.** People are usually excited about a new job—you must build on that excitement and turn it into commitment and loyalty, not deflate it the first day they arrive. Employees need to believe "this is the right place for me."

**esm**

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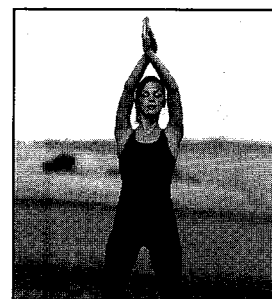
**ESM Association's 61<sup>st</sup> Annual Conference & Exhibit presents**

# **Pre-Conference Workshop Bridges to Balance**



## **Date & Time**

Sunday, May 19, 2002  
8:00 a.m.-4:30 p.m.



## **Presenters**

Jim Battersby, adjunct faculty, California Polytechnic State University, San Luis Obispo, CA

Rick Griggs, president/author, Griggs Achievement, San Ramon, CA

Cathy Leibow, president/CEO, Family Care, Inc., Pleasanton, CA

## **Schedule of Events**

Registration	8:00 a.m.-8:30 a.m.
Welcome and Purpose of the Day	8:30 a.m.-8:45 a.m.
Bridges to Balance	8:45 a.m.-9:45 a.m.
24/7 Integration	9:45 a.m.-10:45 a.m.
Break	10:45 a.m.-11:00 a.m.
Group Story Feedback	11:00 a.m.-12:00 p.m.
Lunch Served	12:00 p.m.-12:45 p.m.
Obsessed, Possessed or Blessed	1:00 p.m.-2:00 p.m.
Trends, Resources, Legislation, Policies & Programs	2:00 p.m.-3:00 p.m.
Break	3:00 p.m.-3:15 p.m.
Achievement Factors	3:15 p.m.-4:15 p.m.
Announcements & Conclusion	4:15 p.m.-4:30 p.m.

## **Work/life Training**

In this lively, interactive session, work/life experts help attendees manage the 24/7 workforce by integrating the use of work/life tools and resources into their personal and professional lives. Revitalize or jumpstart your work/life program through discussions and exercises. Get motivated to help employees and yourself remain balanced.

Attendees will leave the session well-informed, highly-motivated and well-equipped to implement work/life balance concepts and practices. Using the Macro Balance Model, the presenters will demonstrate a visual and quantitative look at employees' lives. Discuss work/life trends, resources, top-10 programs, and strategies for implementation. Learn which programs have staying power, which have the biggest impact on your workforce and what new legislation will influence these programs. The workshop will conclude with 10 accomplishments that high achievers consistently attain.

Each participant will receive *The Work and Family Survival Guide and Handbook*, used by companies, educators, students, professional child- and eldercare providers, and EAP counselors throughout the country. *Bridges to Balance* is a handy pocket-size guide to help you practice work/life balance everyday. Finally, attendees will receive a packet featuring trends, legislation, statistics, and summaries of the day's activities.

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See the Registration Form on p. 23 to register today!



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ESM Association's Annual Conference & Exhibit will deliver effective techniques to managing innovative programs. Educational sessions, workshops and the Exhibit Hall are some of the great opportunities you will experience. Networking will also be available in all facets of the event. You will not only have the advantages of learning, but of sharing as well.

Our long history is evidence that employee services' future remains bright, and the workplace needs of today and tomorrow add the exclamation point! You owe it to yourself, your employer and your employees to attend ESM Association's 61<sup>st</sup> Annual Conference & Exhibit and learn how to make a difference at work.

Best regards,

A stylized, handwritten signature in black ink, appearing to read 'Pat Stinson'.

Patrick B. Stinson  
Executive Director



# conference at a glance 2002

## sunday, may 19

**Registration** 7:30 a.m.–9:00 p.m.

**Work/Life Pre-Conference Education** 8:00 a.m.–4:30 p.m.  
(additional fee required, see Registration Form)

**Exhibitor Move In** 12:00 p.m.–5:00 p.m.

**All-Attendee Reception** 8:30 p.m.–10:00 p.m.

## monday, may 20

**Registration** 7:00 a.m.–7:00 p.m.

**Special Sessions** 8:00 a.m.–10:00 a.m.

- Chapter Leader Session
- Member Services Session
- Employee Store Super Session
- Exhibitor Education

Each session begins with a continental breakfast from 8:00 a.m.–8:30 a.m. Education follows from 8:30 a.m.–10:00 a.m.

**Exhibitor Set Up** 10:00 a.m.–2:30 p.m.

**Opening General Session** 10:30 a.m.–12:00 p.m.

**FISH! Catch the Energy—Release the Potential**  
*Carr Hagerman, speaker, ChartHouse Learning, Burnsville, MN*

**Lunch on Your Own** 12:00 p.m.–1:30 p.m.

**Concurrent Session I** 1:30 p.m.–2:45 p.m.

**Strategic Networking Forum** 3:00 p.m.–4:30 p.m.  
Benchmark, discuss and learn about timely topics. Experts offer advice and peer experiences.

**Exhibit Hall Grand Opening** 4:30 p.m.–6:30 p.m.

**Evening on Your Own** 6:30 p.m.

## tuesday, may 21

**Fitness: Martial Arts—Tai Chi** 7:00 a.m.–8:00 a.m.  
Demonstration and participation.

**Certified Employee Services Manager (CESM) Networking Hour** 7:30 a.m.–8:30 a.m.

**Registration** 8:00 a.m.–5:00 p.m.

**Exhibit Hall Open** 8:30 a.m.–11:00 a.m.  
Continental breakfast served from 8:30 a.m.–9:00 a.m.

**Member Appreciation Lunch** 11:15 a.m.–1:00 p.m.

- Employer of the Year
- Exhibitor Longevity

Employee Services Management Association Headquarters  
2211 York Road, Suite 207 Oak Brook, Illinois 60523-2371

- Recognition of Certified Employee Services Managers (CESM)
- Education: No Deposit/No Return

*Bonnie Dean, professional motivational speaker, W.O.W. Presentations, Fountain Valley, CA*

**Concurrent Session II** 1:15 p.m.–2:30 p.m.

**Concurrent Session III** 2:45 p.m.–4:00 p.m.

**Evening With the Animals at the San Diego Zoo** 4:30 p.m.–9:30 p.m.  
(nominal \$20 fee, see Registration Form)

**4:30 p.m.**—Buses Leave for Evening at the San Diego Zoo

**5:00 p.m.–9:30 p.m.**—Dinner and Entertainment at the San Diego Zoo

**9:30 p.m.**—Buses Return from the San Diego Zoo

Sponsored by:



## wednesday, may 22

**Fitness: Yoga** 6:30 a.m.–7:30 a.m.  
Demonstration and participation.

**Registration** 8:00 a.m.–5:00 p.m.

**Concurrent Session IV** 8:30 a.m.–9:45 a.m.

**General Session** 10:00 a.m.–11:00 a.m.  
Living Life at the Pinnacle  
*Jeffrey McMullen, CSP, The McMullen Group, Appleton, WI*

**Concurrent Session V** 11:15 a.m.–12:30 p.m.

**Exhibit Hall Open** 12:30 p.m.–2:30 p.m.  
Lunch served in Exhibit Hall.

**Strategic Networking Forum** 2:45 p.m.–4:00 p.m.  
Benchmark, discuss and learn about timely topics. Experts offer advice and peer experiences.

**Evening at SeaWorld San Diego** 6:30 p.m.–9:45 p.m.  
(nominal \$20 fee, see Registration Form)  
**6:30 p.m.**—Buses Leave for Evening at SeaWorld  
**6:45 p.m.–9:45 p.m.**—Dinner and Entertainment at SeaWorld  
**9:45 p.m.**—Buses Return from SeaWorld

Sponsored by:



## thursday, may 23

**Closing General Session** 9:00 a.m.–10:00 a.m.

Art of Vision  
*Erik Wahl, president, The Wahl Group, San Diego, CA*

**Closing Brunch** 10:00 a.m.–12:00 p.m.  
Auction, door prizes and more!

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esmahq@esmassn.org http://www.esmassn.org



# additional events

## Pre-Conference Workshop:

**Sunday, May 19**

**8:00 a.m.–4:30 p.m.**

(nominal \$165 fee for members, \$230 fee for non-members)

### Bridges to Balance

*Jim Battersby, adjunct faculty, California Polytechnic State University, San Luis Obispo, CA*

*Rick Griggs, president/author, Griggs Achievement, San Ramon, CA*

*Cathy Leibow, president/CEO, Family Care Inc., Pleasanton, CA*

Registration	8:00 a.m.–8:30 a.m.
Welcome—Purpose of the Day	8:30 a.m.–8:45 a.m.
Bridges to Balance	8:45 a.m.–9:45 a.m.
24/7 Integration	9:45 a.m.–10:45 a.m.
Break	10:45 a.m.–11:00 a.m.
Group Story Feedback	11:00 a.m.–12:00 p.m.
Lunch Served	12:00 p.m.–12:45 p.m.
Obsessed, Possessed or Blessed	1:00 p.m.–2:00 p.m.
Trends, Resources, Legislation,	2:00 p.m.–3:00 p.m.
Policies & Programs	
Break	3:00 p.m.–3:15 p.m.
Achievement Factors	3:15 p.m.–4:15 p.m.
Announcements & Conclusion	4:15 p.m.–4:30 p.m.

In this lively, interactive session, work/life experts help attendees manage the 24/7 workforce by integrating the use of work/life tools and resources into their personal and professional lives. Revitalize or jumpstart your work/life program through discussions and exercises. Get motivated to help employees and yourself remain balanced.

Attendees will leave the session well-informed, highly-motivated and well-equipped to implement work/life balance concepts and practices. Using the Macro Balance Model, the experts will demonstrate a visual and quantitative look at employees' lives. Discuss work/life trends, resources, top-10 programs, and strategies for implementation. Learn which programs have staying power, which have the biggest impact on your workforce and what new legislation will influence these programs. The workshop will conclude with 10 accomplishments that high achievers consistently attain.

Each participant will receive *The Work and Family Survival Guide and Handbook*, used by companies, educators, students, professional child- and eldercare providers, and EAP counselors throughout the country. *Bridges to Balance* is a handy pocket-size guide to help you practice work/life balance everyday. Finally, attendees will receive a packet featuring trends, legislation, statistics, and summaries of the day's activities.

## Tuesday Evening's Special Event

*Sponsored by the San Diego Zoo*  
(nominal \$20 fee)

Embark on an adventure at the San Diego Zoo. Traverse the wilds of exotic continents and visit their natural inhabitants during a 45-minute Sunset Bus Tour. Satisfy your thirst and hunger at Sydney's Grill while mingling with a few of the Zoo's local residents. The night promises to bring a bit of adventure to those daring to walk on the wild side. Attendees will also enjoy entertainment by the Safari Bush Band and strolling animal presentations during cocktail hour.



Sponsored by:

## Wednesday Evening's Special Event

*Sponsored by*  
*Anheuser-Busch's SeaWorld San Diego*  
(nominal \$20 fee)

Sponsored by:



Enjoy a final fantastic evening during an exclusive event at SeaWorld San Diego. This special evening starts with greetings at the gate from Anheuser-Busch's famous Clydesdales and costumed characters followed by a private showing of Cirque de la Mer, SeaWorld's new acrobatic odyssey on water. Your adventure continues with dinner at Shipwreck Reef Café, where roving entertainers and trainers mingle with guests. Imagine yourself as a castaway on a tropical island. A precarious journey begins upon boarding a nine-passenger-raft water adventure and ends with a splashy finale at the Shamu Adventure Show. The Killer Whale Presentation showcases Shamu's many complex behaviors. Enjoy an evening of food, fun, networking, and memories.

# housing information

## The Site

San Diego's Town & Country Resort & Convention Center is located in Mission Valley—the heart of the city. On Southern California's sun-splashed coast, the Town & Country is a destination in itself. Offering 1,000 spacious guestrooms and suites, the Town & Country provides the ultimate in comfort with modern accommodations in two towers or sprawling one- and two-story garden bungalows. Outside you will find expansive, tranquil grounds adorned with picturesque gardens and scenic walkways lined with thousands of flowering roses and grand arching palms. You can dive into one of the four sparkling pools or indulge in the brand-new world-class European spa and salon. Adjacent to the Town & Country, you will find premier shopping, championship golf and easy access to San Diego's light rail trolley system. The Town & Country is convenient to all of the city's magical sights and famous attractions such as SeaWorld, the San Diego Zoo, beaches, the San Diego Intl. Airport, and Qualcomm Stadium.

## Reserve Your Hotel Room Today

A block of rooms has been reserved at the Town & Country Resort & Convention Center. ESM Association's Annual Conference & Exhibit room rate is \$129 per night (single or double occupancy).

1. All room reservations must be made directly with the Town & Country Resort & Convention Center by calling 1-800-772-8527 or [www.towncountry.com](http://www.towncountry.com)

2. To ensure room rate and availability, please make reservations before April 15, 2002.

3. Tell the reservation desk you are attending ESM Association's Annual Conference & Exhibit.

Have the following information with you when you call:

- Arrival/departure dates
- Number of rooms required
- Number of persons in your party
- Special requests (smoking, suite, etc.)
- If applicable, disability assistance required (please be specific)
- Credit card number and expiration date
- Address or fax number to which confirmation should be sent

## What to Wear

Conference attire is business casual.



*ESM Association's 61<sup>st</sup> Annual*  
**Conference & Exhibit**  
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Full Name (Print) \_\_\_\_\_ Nickname \_\_\_\_\_

Position \_\_\_\_\_

Company \_\_\_\_\_ Number of Employees \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_

Phone \_\_\_\_\_ Fax \_\_\_\_\_ E-mail \_\_\_\_\_

Is this your first National Conference? ☐ Yes ☐ No

☐ Please check if you have a disability and require special services. Attach a description of your needs.

Payment method: ☐ Check (payable to ESM Association) ☐ Visa ☐ Mastercard ☐ American Express ☐ Discover

Credit card number \_\_\_\_\_ Exp. Date \_\_\_\_\_

**REGISTRATION FEES: PLEASE CIRCLE YOUR CHOICES AND INDICATE THE TOTAL AMOUNT ENCLOSED.**

Conference Registration Categories (Circle One)	Fee Prior to 4/1/02	Fee After 4/1/02
ESM Association Organization Member <i>Chapter, General, Individual</i>	\$585	\$610
Register for the Conference and Join ESM Association Today! <i>Includes membership through 12/02 for new Organization Members only</i>	\$730	\$780
Associate/Supplier Non-Exhibiting	\$895	\$920
College Student	\$170	\$195
Retired ESM Association Member	\$125	\$125
One-day Registration \$ _____ (day rate) X _____ (number of days) = _____ Check dates of attendance <input type="checkbox"/> 5/20 <input type="checkbox"/> 5/21 <input type="checkbox"/> 5/22	\$260	\$285

SUBTOTAL: \$ \_\_\_\_\_

Additional Events (Circle Your Choices)	Fee for Members	Fee for Non-Members
Tuesday Special Event <i>Fee for transportation &amp; admin.</i> <i>Sponsored by the San Diego Zoo</i>	\$20	\$20
Wednesday Special Event <i>Fee for transportation &amp; admin.</i> <i>Sponsored by Anheuser-Busch's SeaWorld</i>	\$20	\$20
Sunday Bridges to Balance Pre-Conference Workshop 8:00 a.m.-4:30 p.m. <i>Includes education, lunch and three take-home publications</i>	\$165	\$230

TOTAL: \$ \_\_\_\_\_

Submit a separate registration form for each person. Duplicate copies of this form will be accepted.

Advance registration will not be accepted without full payment. Mail payment and registration form to: ESM Association Headquarters, 2211 York Rd., Ste. 207, Oak Brook, IL 60523-2371; or fax the registration form with your credit card information to ESM Association at (630) 368-1286. If you have a question, please call (630) 368-1286. Cancellation: Full registration will be refunded if written cancellation notification is postmarked on or before 4/1/02. After that date, a refund is not guaranteed. All room reservations must be made **directly** with the Town & Country Resort & Convention Center by calling (800) 772-8527. State that you are part of the ESM Association Conference. The ESM Association Conference room rate at the Town & Country Resort & Convention Center is \$129 per night (single or double occupancy). Our room block is limited. To insure room rate and availability, please make reservations before 4/15/02. Children under 16 will only be allowed in the Exhibit Hall on Wednesday, 5/22/02.

FOR OFFICE USE ONLY

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**ESM Association's 61<sup>st</sup> Annual Conference & Exhibit presents**

# **Strategic Networking Forums**

## **Date**

**Monday, May 20, 2002**  
**Wednesday, May 22, 2002**

---

## **Schedule of Events**

Join your peers in a small-group setting for extensive networking, benchmarking and learning opportunities. Tenured employee services providers will lead discussions on timely topics. Attendees will participate in two Strategic Networking Forums per session with each discussion held in a separate room.

---

### **May 20, 2002**

#### **1. A Year in Review, The Impact on Employee Services Programs**

*Topics include:*

- Programming Challenges
- Employee Management
- Security
- The Economy's Effect on Services

#### **2. Trends in Onsite Health and Wellness Benefits**

*Topics include:*

- Health Fairs
- Seminars
- Screenings

#### **3. Promoting Your Programs to Employees**

*Topics include:*

- Communications
- Promotions
- Multiple Locations

#### **4. Volunteers**

*Topics include:*

- Boards
- Programs
- Volunteer Recognition
- Awards

#### **5. Managing Employee Groups/Clubs**

*Topics include:*

- Travel
- Athletics
- Bands
- Support Groups
- Education

#### **6. Operating on Reduced Budgets**

*Topics include:*

- In-Kind Services
- Cost-Cutting Tips
- No-Cost Services

#### **7. Ask the Experts**

*Topics include:*

- Your Needs and Challenges
- Personalized Advice
- Q & A

### **May 22, 2002**

#### **1. Employee Services and the 24/7 Workforce**

*Topics include:*

- Work/life Balance
- Accommodating Shift Workers
- Convenience Services

#### **2. Community Services**

*Topics include:*

- Blood Drives
- Community Events
- Fundraising for Charities
- United Way Campaigns
- Recruiting Volunteers

#### **3. Recreation, What's In and What's Out**

*Topics include:*

- Recreation Facilities
- Latest Sports Trends
- Latest Fitness Trends

#### **4. Special Events**

*Topics include:*

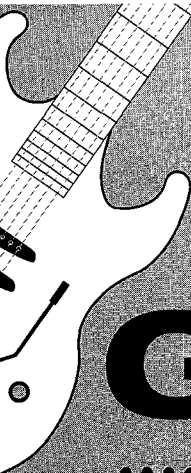
- Celebrations
- Theme Ideas
- No-Occasion Special Events
- Diversity

#### **5. Ask the Experts**

*Topics include:*

- Your Needs and Challenges
- Personalized Advice
- Q & A





# *ESM Auctions Offer* **Great Finds!**

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*Bid on rare merchandise, exciting trips and beautiful jewelry at ESM Foundation's Silent and Live Auctions!*

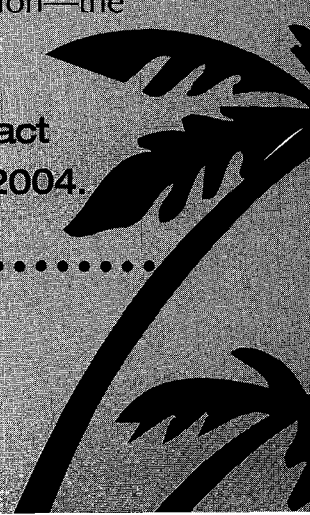
In 2001, conference attendees bid on fabulous treasures such as a laptop computer; a guitar autographed by award-winning singer-songwriter John Cougar Mellencamp; a trip to the Bahamas; a football helmet autographed by football-legend Joe Namath; his and her watches; and a jersey from the hit television show *The Sopranos*. This year's auction promises even more exciting items:

- ***Entertainment & Sports Memorabilia***
- ***Gift Certificates***
- ***Jewelry***
- ***Chapter Gift Baskets***
- ***Vacations***

The Silent Auction will be held during Exhibit Hall hours and the Live Auction will occur during the Closing Brunch at ESM Association's 61st Annual Conference & Exhibit at the Town & Country Resort & Convention Center in San Diego, CA. The money raised will help fund the ESM Foundation—the only research organization dedicated to the employee services field.

If you are interested in donating items for the auction, contact Chuck Bouchard, RVESRA, at (561) 398-0401 or (603) 755-2004.

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# A plan for an **Active** workforce

**How to model the National Employee Health and Fitness program to encourage exercise in the workplace**

**S**tatistically, healthy employees have lower absenteeism, greater productivity and significantly lower healthcare costs. Each May, the National Association for Health and Fitness, Indianapolis, IN, promotes the National Employee Health and Fitness (NEHF) program to bring businesses together to motivate employees to adopt healthy practices and forge a continuing physical fitness regimen. The event's overall goal is to recruit as many employees as possible to engage in 30 minutes of moderate physical activity three times each week. Hopefully, this event will inspire participants to develop a lifelong habit of staying active.

### **Gaining support**

Now that you've decided to promote physical activity in the workplace, NEHF is a good place to start. Your first priority is to convince employees and management to get involved. Begin this initiative by asking physically-active employees why they are active, what they do to remain physically active and if they will volunteer to help you promote physical activity in the workplace. Be as specific as possible when assigning responsibilities

and busy people will be more likely to lend a hand. Do you want them to participate on a planning committee, judge a contest or provide a quote to enhance the event's promotional materials? The more support you recruit, the easier your job.

Use research on the benefits of physical activity to help gain support from upper management. Ask if they'd be interested in lowering health insurance costs by promoting physical activity. Since management's



greatest interest is the bottom line dollar figure, human resource managers or benefits specialists are the best resources for this research. Ask management to support specific health and fitness initiatives such as a budget for an event or project, a half hour of work time for employees to participate in NEHF activities or a walking or fitness trail. Management will want to know your objectives, the benefits and the costs involved.

Identify contacts, in all departments and at all levels of the workplace's chain of command, who will support your efforts. Remember to enlist the support of on-staff health professionals such as nurses, doctors and nutritionists.

## Planning a celebration

Here are some steps that will prove helpful in planning a NEHF celebration:

**Step #1—Start recruiting help and support.** Whether your celebration is big or small, you'll need assistance. Begin recruiting others to help plan and carry out the celebration.

**Step #2—Develop a plan.** Decide what activities are appropriate and identify the steps necessary to carry them out. Be specific to ensure success and avoid unidentified complications. Include a tentative timeline as well as tasks that need to be accomplished with assignments explaining who is responsible for each task. The plan will likely evolve as the celebration date draws closer, but even in the beginning, details are important.

**Step #3—Develop outcome objectives.** What do you want to accomplish? What will determine if the celebration is successful? Let those questions be your guide to determining objectives. Remember that a quality objective is very specific and measurable. For example, the celebration will succeed if many employees attend. Your objective might state: 50 percent of employees (100) will participate in the NEHF celebration. Base your evaluation (see Step #7) on the objectives by gathering pertinent information during the course of the event.

**Step #4—Promote the celebration.** Use several communication outlets to promote the celebration both within the workplace and to the local community. Involving outsiders will make the event more exciting. Involve families or partner with another workplace to let the community know about the company's initiative to promote physical activity. Most importantly, promote the event often and early so people can plan to attend. Never underestimate the power of word of mouth; create a "buzz" about the celebration.

**Step #5—Final preparations.** Have you thought of the unexpected? Have you made all the venue arrangements and scheduled volunteers for the celebration? Remember small details such as the need for extension cords, micro-

## CELEBRATION IDEAS

This collection of ideas will help you design celebrations that fit your corporate culture. Implement these activities or use them to spark your own creative ideas. Have fun!

**1. Pedometer power.** Obtain pedometers for employees to wear to track how many steps they take each day. Solicit local sporting goods stores to donate a few pedometers and have employees take turns using them for the day. Consider collecting collateral to ensure employees return the pedometers.

**2. Movement workshops.** Invite local instructors onsite to hold hands-on mini-demonstrations of Tai Chi, Yoga, Chi Gong, stretching, weight-lifting techniques, Dynabands, exercise balls, Pilates, chair exercise, or aerobics. This is a great method for introducing new forms of physical activity in a short period of time.

**3. Hula-hoop fun.** How creative can employees be with hula-hoops? When the music starts, ask them to move and keep the hula-hoop going as long as possible. Count how many hoops they can hula at once.

**4. Worksite stretching.** Invite physical therapists to teach stretching techniques for common work-site complaints, so employees can learn how to relieve work-related aches and pains.

**5. Visit from a local sports figure.** Invite a local sports "hero" to promote the celebration or talk to employees about physical activity and how he/she came to love the sport.

**6. Dance the night away.** Hold a dance for employees and their families or open it up to the public. Dancing is a great form of physical activity. Ask a local dance instructor to offer demonstrations and mini-classes.

**7. Walk your pet.** Hold a pet-friendly walk and allow participants to bring all kinds of pets. You might be surprised by what pets employees put on leashes.

phones, prizes, staffing, etc. Create a "day of the event" checklist and make each person's role and responsibility clear to ensure that the celebration runs smoothly.

**Step #6—Celebrate NEHF.** Participate in the celebration and have fun. Take pictures to record the event and use them for promoting future fitness activities.

**Step #7—Evaluate the event.** After the celebration, gather evaluation data, such as the number of participants and feedback, and determine if you achieved



# GOLDEN GETAWAYS

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## Active Workforce

your objectives. Be sure to incorporate feedback from exhibitors, speakers, special guests, and management.

**Step #8—Share your story.** Celebrate your success and findings. Share the results of the event with management and use the success to continue support for the next celebration or endeavor. Remember to thank those who played vital roles in making the celebration a success. Share your story with those who weren't involved as well. Gather information for a newsletter or newspaper article and include pictures to make the article more exciting. Let those who didn't participate know what they missed, so they'll participate next time.

**Step #9—Look to the future.** Recruit employee volunteers and ask them to commit to assisting with next year's celebration, ongoing celebrations or events, or other efforts that support physical activity year round. Keep the enthusiasm alive.

## Year-long promotion

Remember that physical activity is important all year long, not just for NEHF. Physical activity recommendations are for individuals to accumulate 30 minutes of physical activity three to four days a week, year round. After the celebration, capitalize on the support you've gained throughout the workplace and keep employees active.

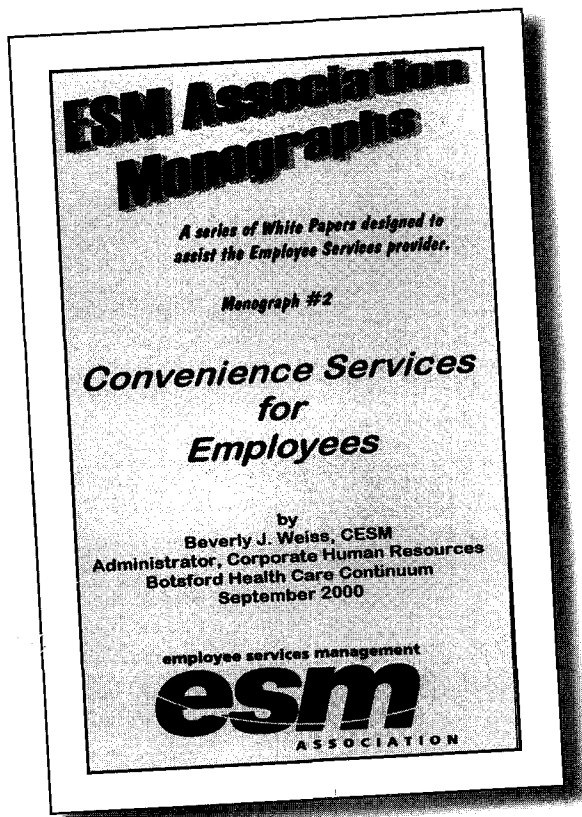
Ask employees how the workplace could be more physical-activity friendly. Would a walking or fitness trail (it could be indoor or outdoor) be feasible and beneficial? Are stairways as accessible, safe and attractive as elevators and escalators? Could employees receive regular incentives or benefits for physical activity? Could the workplace obtain special employee rates at a local gym or YMCA? Could the workplace sponsor recreational sports teams for employees to participate? Again, be creative. More and more workplaces are providing onsite physical activities for employees, which are considered benefits of working at that company. In a competitive world, such benefits can make a difference in recruiting new employees and retaining current ones.

**esm**

For more information on National Employee Health and Fitness, contact the National Association for Health and Fitness, Indianapolis, IN, at (317) 955-0957, [info@physicalfitness.org](mailto:info@physicalfitness.org) or [www.physicalfitness.org](http://www.physicalfitness.org).



# Making Life Easier



Convenience services are a component of employee services. With employees balancing work and family concerns, convenience services act as shortcuts that help employees balance their time. *Convenience Services for Employees*, the second ESM Association Monograph, presents a multitude of convenience services ideas to implement or use as catalysts for your own ideas.

An effective program is one that is specific to the needs of your employees. *Convenience Services for Employees* will guide you through the steps of developing and implementing programs such as family care services and one-stop shopping at your employee store.

Authored by Beverly Weiss, CESM, administrator, corporate human services, Botsford Health Care Continuum, Farmington Hills, MI, *Convenience Services for Employees* explains:

- *which departments you should partner with to create maximum awareness.*
- *how to determine the most appropriate programs for your employees.*
- *outsourcing resources.*
- *the bottom-line benefits of convenience services.*

This informative brochure is free to ESM Association Members. Also read Monograph #1, *Obtaining Management Support for Employee Services*. View both Monographs in the Member Resources Section of [www.esmassn.org](http://www.esmassn.org) or order a hard copy from ESM Association.

## Order Today!

Please send me my free copy of Monograph #2:  
*Convenience Services for Employees*

Name \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Phone (\_\_\_\_) \_\_\_\_\_

☐ This brochure is the second in a series of ESM Association Monographs. Please check here if you are interested in receiving Monographs on other employee services topics.

FAX order to (630) 368-1286 or MAIL to: ESM Association Headquarters

2211 York Road • Suite 207 • Oak Brook, IL 60523-2371 • [www.esmassn.org](http://www.esmassn.org) • [esmahq@esmassn.org](mailto:esmahq@esmassn.org)



# Outsourcing Made easy

## **ESM Association's Exhibit Hall saves you time in researching suppliers**

**E**njoy one-stop shopping in the Exhibit Hall of ESM Association's 61<sup>st</sup> Annual Conference & Exhibit, May 19-23, 2002. Introducing new products and services to employees can take months by the time you determine what products are available, contact suppliers for bids and comparison shop. Plan to reduce these steps by spending time in ESM Association's Exhibit Hall researching what's new, identifying suppliers of interest and distributing your company's Request for Proposal (RFP) forms right at the conference. You can even meet with company representatives and place orders onsite. Take a look at which companies have secured booths (as of press time) and plan to save time by doing business in the Exhibit Hall.



103  
Men's Wearhouse

105  
Cendant Hotels

107/109  
Universal Theme Parks

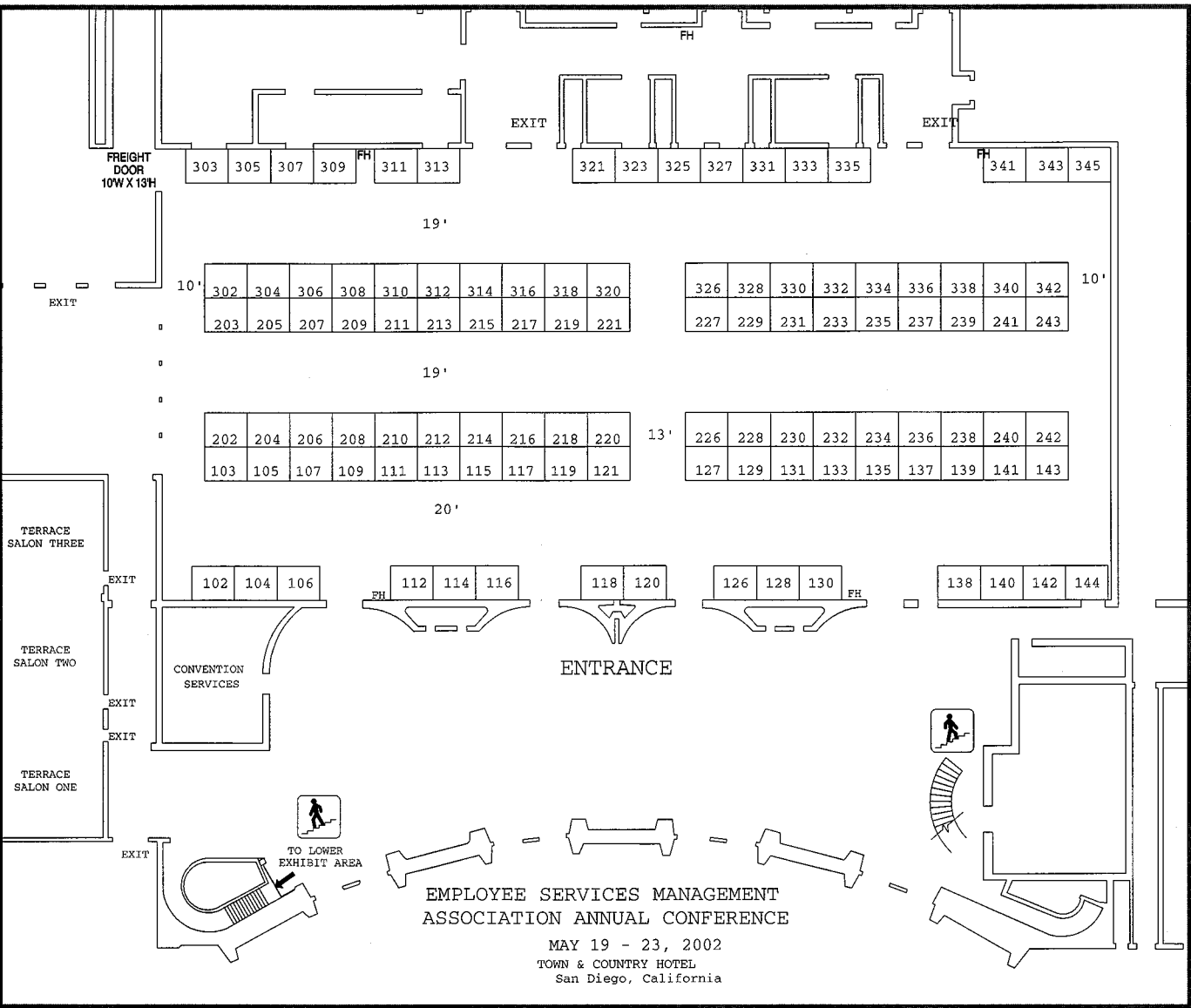
111  
Songer Whitewater

113  
Equity Residential Properties

115  
Playtime, Inc.

116  
Get Away Today  
Vacations





- |   |   |  |   |
|---|---|--|---|
| 117<br>Konica Photo Imaging                       | 129<br>Great Lakes Scrip Center           | 138<br>ServiceMaster Home Service Center | 204<br>Choice Hotels of Florida                         |
| 119<br>Luther Appliance & Furniture Sales, Inc.   | 131<br>Caesars Pocono Resorts             | 139<br>USAopoly                          | 205<br>Buena Vista Suites                               |
| 121<br>San Diego Zoo & San Diego Wild Animal Park | 132<br>ECR Software Corp.                 | 141<br>Orrefors Kosta Boda               | 206<br>Choice Hotels Intl., Western Region AZ, CA, NV   |
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CONTINUED FROM PAGE 36

## ...if you want to change your reading results, you must first change your habits.

information in the part of the brain designed to handle the task. The result is a reading process that enables readers to be more productive. The following steps lay the foundation for solving reading dilemmas.

### Step one: prepare

Preparation is essential for anything in life. From running a marathon to scaling Mt. Everest to addressing an assembly of peers or employees, we all have a natural inclination to prepare for the event. Unfortunately, few people apply this same principle to reading. We seldom think twice about picking up a magazine, memo, novel, or newspaper without the slightest bit of preparation. However, if you want to change your reading results, you must first change your habits. From now on, always begin reading by preparing for the activity.

First, prepare your physical posture. Prior to reading, situate your body into a physical posture that will help you process information most effectively. This means no more hunched shoulders, hanging head, flattened books, or scowling faces. Instead, place your feet comfortably on the floor and sit up to gently extend your spine. This increases the oxygen flow to your brain so you are better prepared and able to process the information you're about to read. Take a deep breath in and as you exhale, let your shoulders fall back. Relax your face muscles so that you have a slight hint of a smile at the corners of your mouth and eyes. This quick investment of time will yield hefty dividends in your reading

results, as it instantly relieves stress and puts you in an ideal posture for reading.

Next, prepare the materials you want to read. Prop up or hold the document so it is square in front of your eyes. Rest your hands and the book on a table and tilt the materials up about 45-60 degrees. Then, tilt your head slightly forward so you can look squarely at the page while your body remains upright and relaxed.

Finally, prepare your mental posture. Decide to attentively read what is in front of you and expect to achieve the results you desire. All the past wisdom you learned about goal setting applies here as well.

### Step two: preview

Preview the text in a systematic manner to quickly discover the main points and basic layout of your reading materials. When you preview, you discover patterns within the text that can alert you to upcoming learning opportunities and help your brain instantly organize the information. During this step, read the title, subtitle, bolded headings, pullouts, and first and last paragraphs of an article. For a book, read the front and back covers, copyright date, foreword, preface, table of contents, and index. Look for clues that the information presented is relevant to your purpose.

### Step three: rapid read

As you quickly move through an entire document or book, be sure to draw the facts you need from the text. To accomplish this, use a reading technique called rhythmic

perusal, developed by reading expert J. Michael Bennett, professor emeritus, University of Minnesota, Twin Cities. As you read, relax the muscles in your face and glide your eyes over the upper half of the letters, traversing each line in a single, smooth movement. This technique allows you to focus your mind to not only increase speed, but also to enhance concentration so you can have full conscious comprehension of the reading materials.

### Conclusion

Applying these three simple steps can easily triple your reading speed. By doing so, you'll be able to not only read faster, better comprehend and retain information and recall accurately, but you'll also have the upper hand when it comes to knowing and applying knowledge in today's fast-paced and highly-competitive information age. **esm**

*Linda Barrett is a change strategist who specializes in business applications of brain research. She is an adjunct professor at the Johns Hopkins University, Baltimore, MD, a licensed PhotoReading instructor and a professional speaker. For more information visit [www.jazzspeaker.com](http://www.jazzspeaker.com) or call The Barrett Resource Group, Baldwin, MD, at (410) 592-3212.*



### **ESM Association Headquarters' Office**

#### **Member Services Department**

Jean Wilson, director of  
Member Services  
(630) 368-1280  
FAX (630) 368-1286  
jeanwilson@esmassn.org

Jamie Sennett, manager of  
Member Services  
(630) 368-1280  
FAX (630) 368-1286  
jamiesennett@esmassn.org

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## Tackling the dreaded reading pile

How to use ergonomics, mental preparation and scanning techniques to read quicker and retain more information

By Linda Barrett

**W**hen asked, most professionals reveal that they're overwhelmed with the amount of materials they have to read just to stay productive and competitive. The new business motto appears to be "too much to read, too little time for the task."

Between business books, e-mails, trade journals, novels, magazines, contracts, company reports, and Internet pages, it's quite feasible that a person could spend an entire career reading and never get through all the information.

In the 80s and 90s, busy professionals turned to speed-reading to keep up. Unfortunately, most speed-readers never mastered the technique. Even those select few who became proficient speed-readers discovered that traditional methods do not measure up to today's tasks. Why the deficiency? Traditional speed-reading courses attempt to take regular reading strategies and speed them up. The process is a conscious-mind activity that utilizes the same



left-to-right, once-through, all-or-nothing approach that traditional reading teaches.

In traditional speed-reading courses, students practice exercises designed to move their eyeballs faster across the page. The problem with this approach is that as speed increases, comprehension usually decreases. As a result, most readers must slow down or regress to reread passages, thus defeating the purpose.

Fortunately, solutions exist to help professionals master the demands of today's information age. According to Paul R. Scheele, co-founder, chairman, and director of curriculum & instruction, Learning Strategies Corp., Minnetonka, MN, readers should engage the whole mind, using both the right and left brain hemispheres to process

CONTINUED ON PAGE 34



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implementing the types of employee services programs that have helped SAS Institute reduce turnover for years. Use checklists, templates and calculations to help you save time on major projects.

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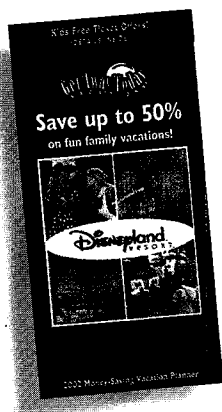
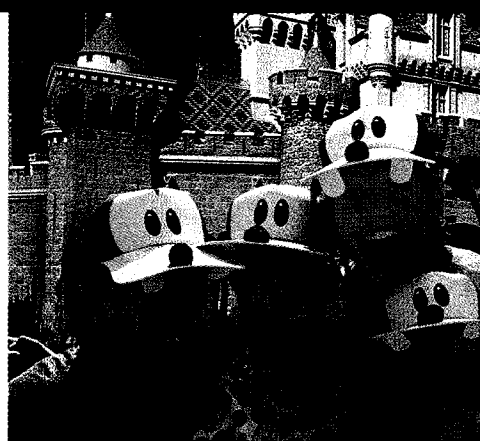
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# The Numbers Game

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**The Olympics at the University of Utah** *page 28*

**Shortcuts to Technology** *page 24*



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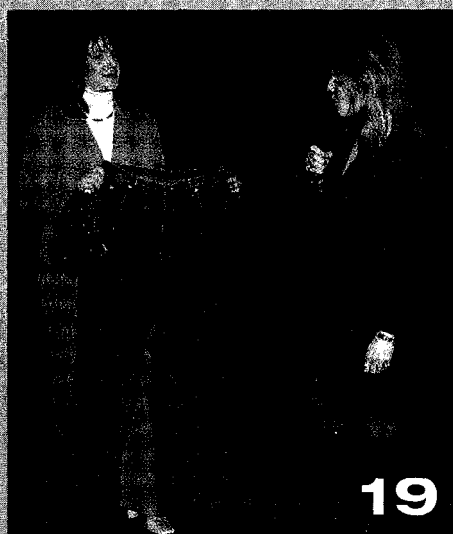
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## Employee services make the grade

Where employee services rank on popular "100 Best" lists

**A**h, the numbers game. With the increasing amount of "100 Best" lists popping up in popular business magazines, could it be that we'll soon refer to top companies solely by their rank? Not likely, considering these lists come with the tagline, "You can't win if you don't apply." Furthermore, with the applicants performing their own research, it's difficult to say just how accurately these instruments measure achievement. Although the "100 Best" lists may not serve as the be-all-to-end-all when it comes to quantifying a company's success, employee services providers do follow them and use the information to benchmark with other companies. In reading the lists' accompanying charts and articles, it's obvious that the judges believe employee services play an important role in a company's prosperity. Here are some statistics to consider.

### Working Mother magazine's "100 Best Companies for Working Mothers"

A chart and key outlined the work/life services each company offered employees:

- All of the companies provided eldercare resource and referral services.
- Eighty-nine percent of the companies trained supervisors to help employees with work/life conflicts.
- Eighty percent provided backup childcare.
- Seventy-six percent polled employees on work/life topics and 63 percent took action based on the surveys.
- Sixty-eight percent offered summer programs for employees' children and 67 percent had one or more onsite or near-site childcare center.

### Fortune magazine's "100 Best Companies to Work for in America"

Under the line item "What Makes It Stand Out," *Fortune* provided 2-3 sentence descriptions about each of the "100 Best" companies:

- Employee services, corporate culture or employee perks were mentioned in 60 percent of the "100 Best" company descriptions.
- All of ESM Association's "10 Components of a Well-Rounded Employee Services Program" (see page 5) were mentioned at least once in the article.
- Due to September 11, community service programs reigned as the top employee service mentioned in 18 percent of the company descriptions.
- Recreation came in second at 11 percent; recognition came in third with nine percent; and childcare and convenience services tied for fourth with eight percent.
- Discounts on company products and services and employee perks—such as receiving money for referring a new hire—were mentioned in 12 percent of the descriptions.

Turn to the cover story, "Top Employer Status," on page 14, to read about the experiences of two companies that applied for "100 Best" lists. Learn how their employee services helped them rank in the top 100.

Renee M. Mula  
Editor

reneemula@esmassn.org

*Renee M. Mula*

#### Publisher

PATRICK B. STINSON

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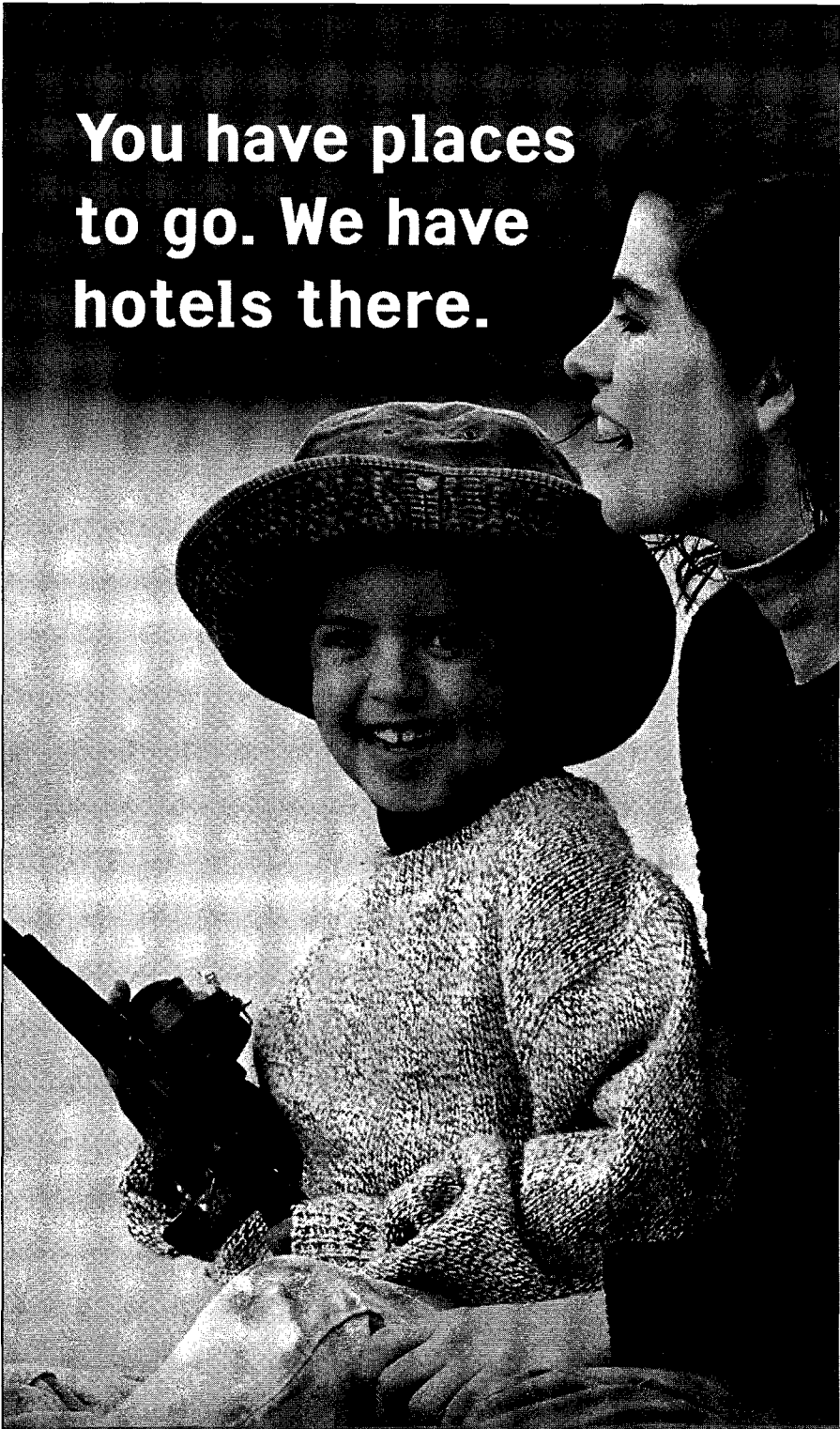


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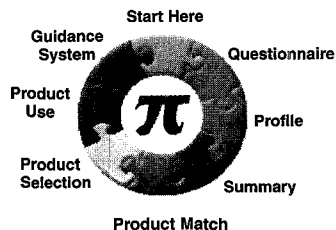
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## Dual careers

For many baby boomers, leaving work means going home to take care of mom or dad. Learn why eldercare services are necessary for employees' and employers' well being.

By Robert E. O'Toole, LICSW

The aging of baby boomers—the largest generation in American history—has arrived. With more than 70 million people born between 1946 and 1964, one baby boomer will celebrate a birthday every seven seconds for the next 20 years. Besides accepting more personal responsibility to plan for their own aging, baby boomers also must prepare for their aging parents—and so must their employers.

### The sandwich generation

While longevity is something we all hope for, it can be a mixed blessing. Medical advances have prolonged lives, leading to a longer period of old age when assistance with daily activities is necessary. Juggling work responsibilities with the care of aging parents who need assistance is challenging. In addition to being the largest segment of the U.S. labor force, baby boomers represent a substantial percentage of middle and senior management positions. They have the skills, experience

and long-term relationships that employers need to operate and compete effectively. Eldercare issues are most likely to affect these valuable employees. According to a survey published in August 2001 by the American Association of Retired Persons (AARP), Washington, DC, 44 percent of this age group—also known as the Sandwich Generation—are responsible for both aging parents and children. More than half of Americans have friends or relatives who need long-term care, and nearly 30 percent provide hands-





on or personal care assistance, according to surveys conducted by AARP; the National Council on the Aging (NCOA), Washington, DC; and Metropolitan Life Insurance Co., New York, NY. Among those who have provided hands-on care:

- Sixty-seven percent report that it has a significant effect on their family lives.
- Forty-one percent say that it interferes with their work.
- Over 10 percent say they gave up promotions or jobs due to eldercare responsibilities.

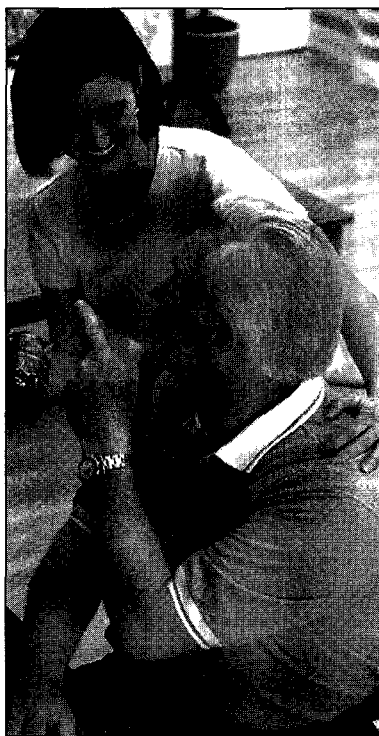
## Effects on the workplace

Employees who care for elderly family members have an impact on the company's bottom line. Studies funded by AARP and the National Alliance for Caregivers, Bethesda, MD, estimate that eldercare costs employers \$29 billion annually. These costs are the result of caregiver responsibilities such as taking time off work to care for a loved one and spending time on the phone at work trying to resolve caregiving problems.

When local or long distance caregivers try to locate help on their own, they are often discouraged. While the population of elderly persons in America is growing, the care and services available to them is rapidly shrinking. The government reduced funds for the once generous Medicare home healthcare benefit and redirected billions of federal dollars towards strengthening our economy and fighting the war on terrorism.

## Eldercare benefits to the rescue

A valuable resource for working caregivers may well be their employer. Many corporations and industry and professional associations have responded to employ-



ees' eldercare pressures by offering innovative and affordable eldercare benefits to ease their employees' and members' caregiving burdens. Once a luxury only large, national corporations could afford, eldercare benefits programs now come in a variety of formats with services as simple as toll-free call centers and websites providing information about local eldercare programs. Some eldercare providers have teamed up to create nationwide networks providing employees with full work/life balance programs. In this case, low overhead and cost-sharing models allow them to provide services to companies or trade associations for as low as \$2 per month per employee or member. Most of the above service formats offer employees access to research and referral services, discounts and assistance from experienced geriatric specialists.

Providing long-term care insurance as a voluntary, employee-paid benefit is also a popular service because employees and ex-

tended family members are eligible for substantial discounts through the power of group purchasing. More than 70 percent of those who purchase long-term care insurance report that their policy fully pays for necessary services.

## Conclusion

Employee services providers should speak with middle-aged employees—particularly women age 40 and above—regarding their concerns about aging parents and implement eldercare services as a work/life benefit. A majority of companies surveyed by Mercer Human Resource Consulting, Inc., New York, NY, found that work/life programs increase productivity. Employee services providers who scientifically studied the results of their work/life programs learned that they also reduce absenteeism and boost morale. In short, employees utilizing work/life services are more at peace with their home lives and, therefore, more productive at work. **esm**

*Robert E. O'Toole, LICSW, is president of Informed Decisions, Inc., Dedham, MA, a private company specializing in elder-issues planning for employers and organizations. He can be reached at (781) 461-9637, bob@ElderlifePlanning.com or www.ElderlifePlanning.com.*



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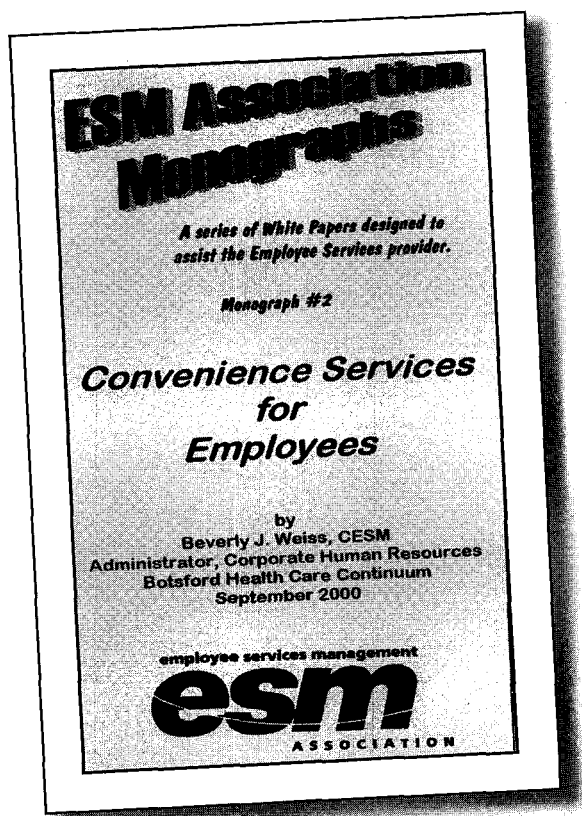
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Authored by Beverly Weiss, CESM, administrator, corporate human services, Botsford Health Care Continuum, Farmington Hills, MI, *Convenience Services for Employees* explains:

- **which departments you should partner with to create maximum awareness.**
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This informative brochure is free to ESM Association Members. Also read Monograph #1, *Obtaining Management Support for Employee Services*. View both Monographs in the Member Resources Section of [www.esmassn.org](http://www.esmassn.org) or order a hard copy from ESM Association.

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## Retaining layoff survivors

Layoffs leave remaining employees with low morale and a lack of faith in their company. Here's how to motivate them to endure the changes ahead.

By Gerry Smith

**B**usiness and economic pressures have forced a number of companies to lay off hundreds of employees and restructure their departments in the name of cost reduction and efficiency. While this saves the company dollars in the expense column, the practice has an adverse effect on remaining employees, who must deal with uncertainty regarding their own futures, loss of coworkers and friends and demoralization over the company's product or service. Here are some tips for keeping employees inspired and motivated during tough times.

**1. Continue employee recognition programs.** After a layoff, recognizing remaining employees' performance appropriately and consistently is more important than ever. Reward outstanding performers, in front of their peers, with recognition gifts, new job responsibilities and promotions.

**2. Keep employees on track.** Employees lose focus when they're uncertain about their job stability. Define processes to give them a sense of structure. This will keep their minds on deliverables rather than the stress of an unstable economy.

**3. Consider non-cash and low-cash incentives.** Maintain a culture of enthusiasm and learning with a mainstay of employee ser-

vices offerings. Also, factor into your budget the occasional need to lure talent with "perks" such as discounted tickets to entertainment or sporting events.

**4. Encourage initiative.** Include employees in plans and decisions, especially those that affect them. Solicit their ideas and opinions and follow up with a summary of outcomes.

**5. Create opportunities for employees to learn and grow.** Link the goals of the organization with the goals of each employee. Strive to personalize services by allowing employees to customize them to fit their needs.

**6. Keep the lines of communication open.** During times of change, employees turn to employee services

providers for comfort and information. Actively listen to employees' concerns and share information promptly, openly and clearly. Communicate both good and bad news. This keeps rumor and innuendo to a minimum.

**7. Continue scheduling special events.** Create a positive atmosphere and foster hope for the future by celebrating organizational and personal successes and milestones via special events and employee activities.

**8. Keep employees focused through mentoring.** A mentoring program is a low-cost, highly-effective means of supporting and developing employees' skills, while improving overall productivity, employee job satisfaction



## TheBottomLine

and, ultimately, positively impacting the bottom line.

**9. Keep a finger on the workforce pulse.** Survey employees regularly to learn more about their interests and use the information to tailor motivation plans. Find out which services make employees feel positive about their work environment, thereby driving them to succeed.

**10. Keep up with technology trends.** Technology can play an important role in motivating employees. Look at tools for communicating employee services offerings online. Oftentimes, tech-

nology can provide a new approach to a standard program and spark more interest.

### Conclusion

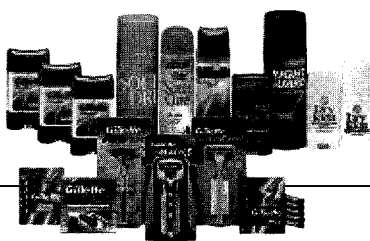
According to Kazim Isfahani, principal analyst and advisor of human capital management strategies, Robert Frances Group, Westport, CT, people are the main source of any company's competitive advantage. However, when times get tough, some employers shift their focus away from employees. "Getting the best people, retaining them and making them

better is the key strand in a company's DNA, especially during a downturn economy," Isfahani says. "Looking at new and innovative ways to motivate your staff and improve their performance is vital to gaining and maintaining company profitability." **esm**

*Gerry Smith is CEO and president of Changepoint Corp., Richmond Hill, Ontario, Canada. Changepoint is a provider of professional services automation (PSA) software. Smith can be reached at [gsmith@changepoint.com](mailto:gsmith@changepoint.com).*

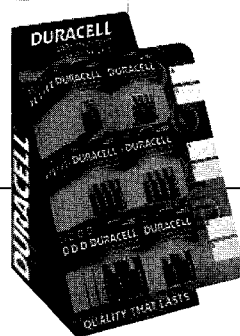
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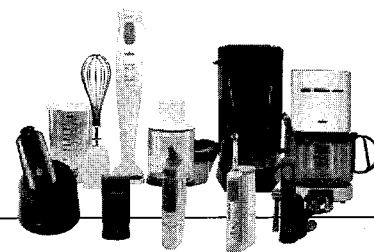


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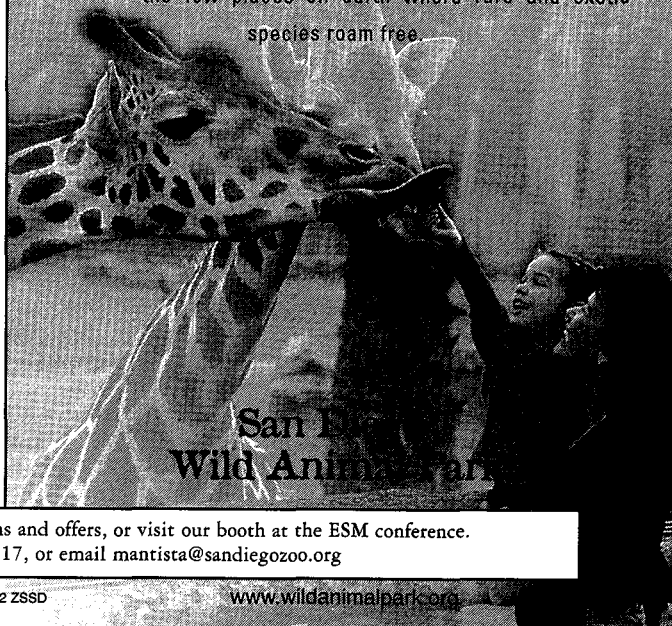
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# "Top Employer" Status

**Touting employee services helps companies make "100 Best" lists**

By Renee M. Mula

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**W**hen employee services providers discuss helping their companies become employers of choice, conversations eventually turn to the companies that have ranked on "100 Best" lists such as *Fortune* magazine's "100 Best Companies to Work for in America" and *Working Mother* magazine's "100 Best Companies for Working Mothers." To some respect, these lists measure a company's level of success in Corporate America. In addition to financial accomplishments, the lists often gauge how caring an employer is according to the employee services it offers. Although many employee services providers follow the results of these lists, not all of them know how to apply, or whether or not applying is even worth their efforts.

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In a quest for information, *Employee Services Management (ESM) Magazine* contacted two ESM Association member companies that have been through the application process and ranked on one or more "100 Best" lists. In this article, you'll read the applicants' opinions on conducting the research, filling out the surveys and the experience of being named one of the "100 Best" companies.

## **Sun Microsystems**

In 2000, Sun Microsystems, Santa Clara, CA, implemented a childcare program among its other mother-friendly employee services. As a result, Janet Murakami Wong, former employee services manager, knew the company stood a fair chance of receiving recognition as one of *Working Mother* magazine's "100 Best Companies for Working Mothers." "You have to take the award with a grain of salt, because if you don't apply, you can't make the list," says Murakami Wong. "However, in networking with other companies, I found that these lists are important in remaining competitive and becoming well-known for your work/life and employee services programs."

Therefore, she took on the project and worked with 10 different departments—including Employee Services, Compensation and Benefits, Public Relations, Marketing, Diversity, Equal Employment Opportunity (EEO), and Human Resources—to fill out the 100-page application. The survey questions required her to extrapolate statistics on such topics as employee demographics, absenteeism and flextime. She disseminated

from human resource executives and sent Sun Microsystems' entry on its way. Soon after, *Working Mother* magazine reporters contacted Murakami Wong for additional information. "The entire process was very secretive. Even while we were being interviewed, we still didn't know if we made the list," she says. Eight months later—and one month before the "100 Best Companies for Working Mothers" issue landed on newsstands—Murakami Wong received a letter notifying her that Sun Microsystems was one of the top 100 in 2001. It was the first time the company had applied for the list. "I was really excited because people in our field read the article. It made us a more attractive company to work for," she explains.

When asked why Sun Microsystems was chosen, Murakami Wong describes the company's work/life benefits and employee services. "Flextime, telecommuting, part-time positions and job sharing played a role, as well as the company's several near-site childcare facilities and comprehensive work/life services," she explains. "We also proved that the company culture provided a conducive environment for women to succeed," she says. In addition, Sun Microsystems holds an annual educational conference for women leaders and puts forth a substantial effort to promote women in management.

To publicize Sun Microsystems' new status, Murakami Wong wrote press releases and sent them to the employees, the media and the human resource community. The company's intranet homepage an-

**"Flextime, telecommuting, part-time positions and job sharing played a role, as well as the company's several near-site childcare facilities and comprehensive work/life services."**

**—Janet Murakami Wong, former employee services manager, Sun Microsystems, Santa Clara, CA**

sections of the survey to departmental experts and worked with them to obtain research and company reports. To tie all the information together, Murakami Wong provided paragraph descriptions, stories and further explanations of services not covered in the questionnaire.

The survey questions were more detailed than Murakami Wong expected. Some of the statistics were difficult to determine because the company did not retain the exact information requested in the survey. One question asked, "What was the percentage of women managers five years ago compared to today?" "In the technology industry, employees change jobs quickly, so it was difficult to calculate the information," she explains.

After nearly six months, the application was complete. Murakami Wong showcased all the materials in an appealing binder presentation, sought final approval





nounced the achievement to the employee population. For the *Working Mother* magazine article, Murakami Wong worked with reporters to schedule interviews with Sun Microsystems' employees who utilized the work/life program.

After the article was printed, peers from other companies contacted her to benchmark. Women applying for jobs with the company also took notice of the article and commented that Sun Microsystems is a great place to work. The company received press from local newspapers and *Working Mother* magazine invited Sun Microsystems' executives to attend an awards ceremony in New York City.

The project allowed Murakami Wong to learn more about Sun Microsystems' vision. She received a broader view of the company's employee services and a greater understanding of its support for working mothers. When deciding whether or not to apply for such a list, she suggests that employee services providers first gauge management's level of interest before investing such a large amount of time into this project. "Becoming known as a mother-friendly company has to be something your company truly values," she says.

## BMC Software

In 1998, Dan D'Armond, senior manager, community and government relations, BMC Software, Houston, TX, decided to nominate his employer for *Fortune* magazine's "100 Best Companies to Work for in America." "I was already familiar with the list as a pre-eminent benchmark of great places to work," explains D'Armond. He contacted the Great Place To Work® Institute, San Francisco, CA, which helps produce *Fortune*'s "100 Best" list, to inquire about qualifications. According to [www.GreatPlacesToWork.com](http://www.GreatPlacesToWork.com), an organization must have a minimum of 1,000 full- and part-time U.S. employees and be at least seven years old. A company cannot participate when it is going through a significant merger or acquisition that adds 25 percent or more to its U.S. full- and part-time employees. BMC Software met the requirements and by the end of May, D'Armond obtained a survey packet and the blessing of BMC Software's senior management team to go ahead with the project. "I felt BMC Software stood a chance of making the list because of the company's strong corporate culture, vast amount of generous employee services and competitive compensation and benefits package," he says.

The application process was tri-fold. The first step required D'Armond to distribute a multiple-choice survey to 250 randomly selected BMC Software employees. The survey measured employees' perceptions of the level of trust in their workplace and the quality of their workplace relationships with

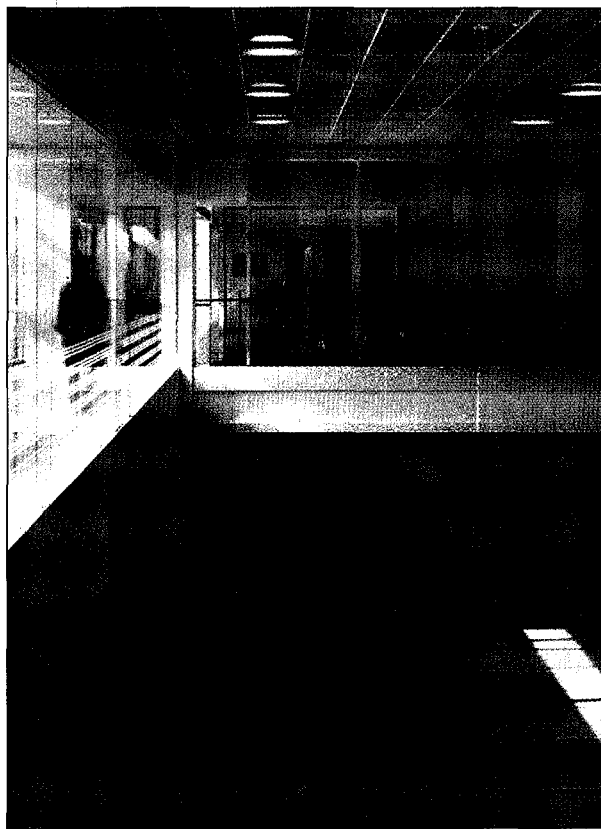
management, their jobs and other employees. The survey covered the areas of credibility, respect, fairness, pride, and camaraderie.

The second step required D'Armond to complete the Great Place to Work® Culture Audit®. This instrument asked for organizational data as well as responses to eight open-ended questions about the firm's workplace practices, philosophy and work environment.

The third step was to collect relevant supporting materials—such as employee handbooks, orientation and recruiting materials, employee newsletters, and videos—that provided a fuller picture of why the company is an outstanding place to work.

"I thought the survey questions were perfectly fair and provided a good sense of the employee perspective," says D'Armond. The second survey included questions about leadership, vision and teamwork. "They provided a good pulse on the state of the company. We found it easy to run reports and provide the majority of the information," he explains.

The Great Place To Work® Institute provided D'Armond with a sample cover letter from the CEO to the employees asking for their cooperation in obtaining survey information. The instructions asked that



A BMC Software employee shoots hoops at the company's indoor basketball court.

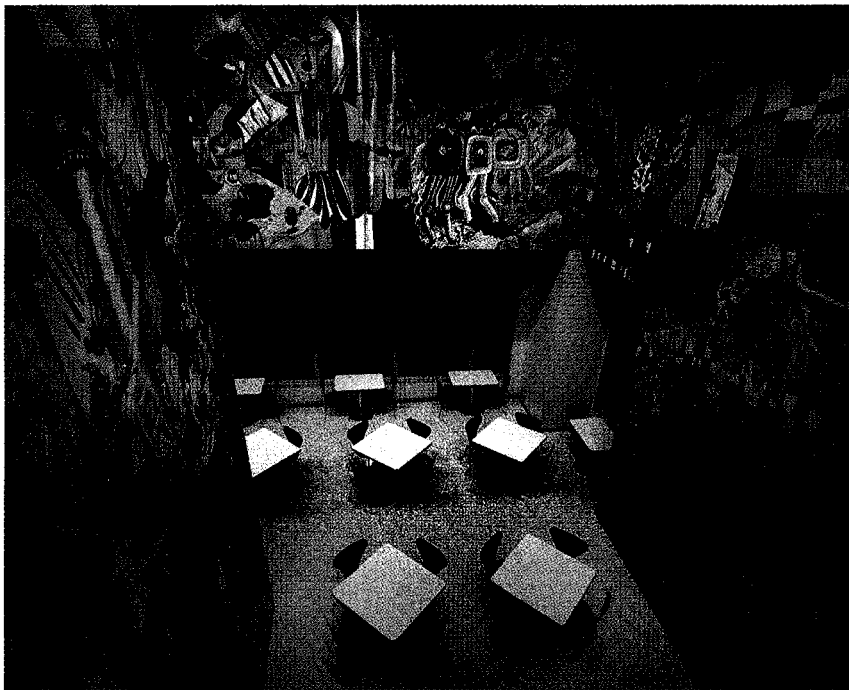


management refrain from hyping up the award to ensure an honest response to survey questions. "The second survey is a large document and each department answered its own section," says D'Armond. "We communicated the importance of it. Everyone wanted to make the list," he says. He worked with several departments including Public Relations, Human Resources and Benefits and Compensation. The Corporate Services Department helped him highlight BMC Software's 40 onsite amenities such as a logo store, hair salon, restaurants, volleyball and basketball courts, putting green, and two fitness centers. "Our employee services played an integral role in the survey. They helped separate us from a lot of other companies and added to an overall feeling of being a good place to work," D'Armond says. All in all, the application process took BMC Software about 40 hours, or one week's worth of work, to administer the employee survey, run reports, complete the Culture Audit®, collect collateral materials, and prepare the application for submission.

In late December, D'Armond learned that BMC Software placed in the top 100 for 1999. Two days later, *Fortune* magazine's January issue printed the list in the article "100 Best Companies to Work for in America" and the Great Place To Work® Institute sent out a press release. "The ranking instilled an immediate sense of pride in BMC Software employees," explains D'Armond.

The company received media attention from local newspapers, television and radio. Each of the three major local networks did a feature on BMC Software's ranking. Reporters interviewed employees and videotaped footage of the company's employee services. "The listing helped us on the recruiting front and customers and partners began to see us as a leading software and information technology vendor," says D'Armond. After receiving local television press, both *Point of View (POV)* and *Working Mother* magazines suggested BMC Software apply for their "100 Best" lists.

"From this experience, I learned that management is in 100 percent agreement to keep employees happy. The overall respect our employees have for the company was really reflected in the survey results," says D'Armond.



**BMC Software, Houston, TX, makes lunchtime a colorful experience.**

## Looking ahead

Becoming one of the "100 Best" companies proved to be a great accomplishment for Sun Microsystems and BMC Software. For both companies, making the list meant positive publicity for their employers and their employee services departments. The recognition and news coverage gave employees a sense of pride in their company, while the ranking solidified the importance of employee services in the workplace. Although the nominees were successful in their application processes, they are both well aware that remaining on top is not always easy. A past ranking does not guarantee future success and some factors in whether or not a company makes the list—such as fluctuations in the economy and corporate restructuring—are beyond an employee services provider's control. However, after completing the application process for the first time and establishing formulas for the required statistics, it can only be easier the next time around. **esm**

*Renee M. Mula is the editor of Employee Services Management (ESM) Magazine, published by ESM Association, Oak Brook, IL. She can be reached at (630) 368-1280 or [reneemula@esmassn.org](mailto:reneemula@esmassn.org).*

*Janet Murakami Wong, employee services manager and consultant, BLA, San Jose, CA, can be reached at (408) 258-8718 or [janetmwong@sbcglobal.net](mailto:janetmwong@sbcglobal.net).*

*Dan D'Armond, senior manager, community and government relations, BMC Software, Houston, TX, can be reached at (713) 918-2372 or [dan\\_darmond@bmc.com](mailto:dan_darmond@bmc.com).*



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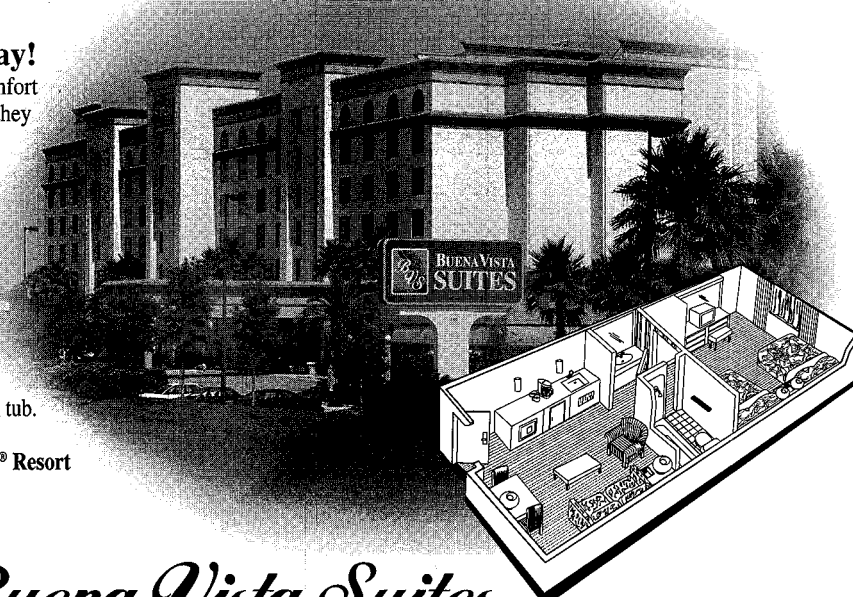
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# In the Spotlight

**Cablevision Systems Corp.'s "Health Fairs," "AIDS in the Workplace Training Program" and "Weight Watchers at Work" foster a healthy and content employee base**

By Christina Higby

## Vital Stats

**COMPANY:** Cablevision Systems Corp.

**LOCATION:** Bethpage, NY

**BUSINESS:** Telecommunications and entertainment

**NUMBER OF EMPLOYEES:** 1,400 in Bethpage, NY; 23,000 nationwide

**EMPLOYEE SERVICES:** Employee store, community services, convenience services, dependent care, recreation, recognition, special events, travel, voluntary benefits, and wellness

**FACILITIES:** Fitness facility and picnic area

**SPOTLIGHTED EMPLOYEE SERVICE:** Wellness

**CABLEVISION'S WELLNESS DEPARTMENT:**

Lisa Trimarchi, vice president, employee services; Kim Powell, wellness manager; Nancy Durante, senior wellness coordinator; Kendra Haynes, wellness coordinator; LuAnn Vivona, wellness facilitator; Jerry Esposito, wellness assistant

**INTERVIEW WITH:** Lisa Trimarchi





**Cablevision's Employee Services Team. (Bottom row sitting, left to right) Dana Prestandrea, Lisa Trimarchi, Kendra Haynes, Cathleen Lynch, Kim Powell, and Nancy Durante. (Top row standing, left to right) LuAnn Vivona, Jennifer Carrasquillo and Jerry Esposito.**

Cablevision Systems Corp., Bethpage, NY, began in 1973 as a cable television operator with 1,500 Long Island customers and 500 employees. Now, the company's 23,000 nationwide employees serve over three million households in the New York metropolitan area. Employee services play a vital role in creating a caring and family-oriented corporate culture and help to grow the company. In a time when people are focusing on stress relief, meditation and health, Cablevision offers employees an award-winning wellness program for achieving healthier lifestyles through such programs as "Health Fairs," "AIDS in the Workplace Training Program" and "Weight Watchers at Work."

## Cablevision's Health Fairs

Cablevision realizes that each of its company sites has a different employee base. Therefore, the company customizes its employee services, including its Health Fairs, to meet employees' needs at every location. Nancy Durante, senior wellness coordinator, manages an annual Health Fair with over 50 suppliers at Headquarters, and a smaller Information Day at all other locations once or twice a year. The budget for the Health Fair and Information Day is determined by the size of the site and number of employees. Cablevision designs its Health Fairs to introduce employees to healthcare providers within their health plan and other suppliers from the health and sporting community that support healthy lifestyles. Suppliers include allergists, cardiologists, the Guide Dog Foundation, home fitness equipment, nutritionists, bone density screenings, and age and body fat analysis. The Health Fairs are interactive and foster open communication between employ-

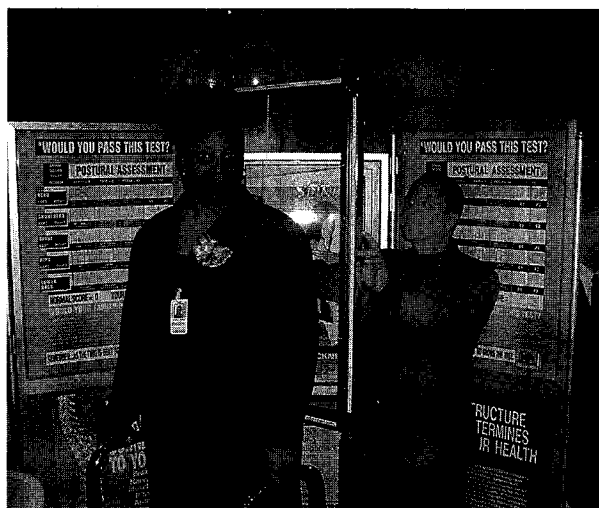
ees and physicians. Last year, 1,052 employees screened their blood pressure, 300 of them discovered their blood pressure was high, and screeners immediately sent a few employees to their doctors for dangerously high blood pressure.

Approximately 60-90 percent of employees in each location attend and participate in the Health Fairs and look forward to them with great anticipation. Cablevision shows employees that their lives and health are valuable while giving them an opportunity to be on the cusp of wellness trends. Interaction with the suppliers encourages employees to educate and motivate themselves for healthier living. Employees walk away with a renewed sense of confidence and knowledge.

Each year, the Wellness Department selects a new Health Fair theme and advertises the event through table tents in the cafeteria, brochures and venue floor plans. Information on the Health Fairs is also available to employees through the intranet site, communication boards and e-mail. Cablevision's intranet site houses a Wellness and Fitness link where employees can browse for information on a variety of health-related topics as well as find out when the Health Fairs and Information Days occur. The Employee Services' Wellness Department houses literature on a variety of wellness issues which is available to requesting employees at the Health Fairs and via interoffice mail.-

## AIDS In the Workplace

Cablevision takes a leadership role in AIDS education to protect employees against transmission and ensure a nondiscriminatory and productive work environment. The AIDS In the Workplace Training Program, managed by LuAnn Vivona, wellness and AIDS In the Workplace



**During a Health Fair, Dr. Barry Fabrikant, D.C., performs a posture assessment on Cablevision employee Kendra Haynes.**



facilitator, follows the curriculum of Cable Positive, a nonprofit organization in the cable industry, to educate employees about HIV/AIDS prevention and awareness. Cablevision is the only company that employs an AIDS In the Workplace facilitator. Other companies with this service outsource speakers from Cable Positive. Vivona facilitates the AIDS In the Workplace Training with a video and PowerPoint® presentation produced by Cable Positive, which includes a compilation of testimonials from AIDS victims. The presentation discusses common misconceptions about HIV and AIDS, routes of transmission, prevention and risk reduction, employee responsibilities, and the Americans with Disabilities Act.

Senior management mandates that each employee attend the AIDS In the Workplace Training Program. To help employees comply, Vivona travels to each location to train employees onsite so they can remain in their respective workplaces and maintain a productive workday. To date, the Wellness Department has trained over 6,000 employees. The Wellness Department works around the diverse shifts of the company's 24-hour work schedule and selects time slots convenient for both employees and the department. President and CEO Jim Dolan believes very strongly in the program. He serves as honorary chair of Cable Positive's Board of Directors and received Cable Positive's Joel A. Berger Award in 2001 for his outstanding efforts and contributions in the fight against AIDS.

After Vivona selects a date and time that best suits the location, she sends an e-mail requesting that employees seek management approval and register for training. Then, she posts a memo on company-wide communication boards. Cablevision's intranet site promotes the training program and provides current information on AIDS, including hotline numbers, testing locations and facts. Employees register for training through Cablevision's Wellness Department.

## Weight Watchers at Work

The Wellness Department surveyed employees at each location in an effort to learn more about their health concerns and their interest in wellness programs. The department discovered that an overwhelming number of employees wanted to lose weight. They researched several weight loss programs and found that Weight Watchers offered an at-work program that best suited Cablevision employees' needs. Weight Watchers at Work Winning Points Program, managed by Kendra Haynes, wellness coordinator, provides employees with information on healthy eating habits, educates employees on key components of weight loss and shows them how to adapt those components to their personal lifestyles. Participating employees pay \$110-



**Sarah Ferguson, Duchess of York and Weight Watchers Intl. spokesperson (right), commends Cablevision employee Kristen Nelson (left) for losing weight via the program.**

\$181 for 10-14 weekly meetings that provide testimonials, information about challenges with dieting and nutrition, and motivation and support to reach weight-loss goals. The program is successful because employees attend meetings onsite during lunch. Last year, 243 participating employees lost a collective 1,572 lbs. On January 22, 2001, Cablevision's Weight Watchers at Work Program was honored with a visit from Sarah Ferguson, Duchess of York and Weight Watchers Intl. spokesperson.

Cablevision utilizes technology to ensure all employees are aware of the Weight Watchers at Work Program. The Wellness Department sends company-wide e-mails that include meeting dates and times, and they post happenings and success stories on the intranet site. A bulletin-board system is also used in advertising the program.

## Conclusion

"Health Fairs," "AIDS in the Workplace Training Program" and "Weight Watchers at Work" are just a few of Cablevision's wellness program components. All of these programs help position Cablevision as an employer that cares about employees' health and well-being. The company is as large and successful as it is today because it is eager to discover and meet employees' wants and needs, shows caring and concern for wellness and strives to retain its workforce. **esm**

*Christina Higby is editorial assistant for Employee Services Management (ESM) Magazine, published by ESM Association, Oak Brook, IL. She can be reached at (630) 368-1280 or [christinahigby@esmassn.org](mailto:christinahigby@esmassn.org).*



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# Shortcuts to technology

**Keep up with fast-paced technology trends without spending a fortune on training**

By Brian J. Nicholson, Ph.D.

**F**ew businesses could survive without some form of technology working in the background. Whether it's a point of sale system that tracks the inventory and daily purchases of an employee store or a sophisticated network that links employees to places around the globe, technology helps employee services providers communicate with employees and build a strong presence with the company and the media.

Because technology is important to your department's success, it only makes sense that you and your staff acquire some knowledge of how the technology you use every day operates. Unfortunately, companies often delay technology training until it's time to make a new purchase, install new software or figure out why a computer suddenly stopped working. This last-minute approach usually costs the company more money in the long run because the time required for a lengthy training session often results in a loss in employee productivity.

To build a top employee services program, it's important to stay abreast of technology fundamentals. Just as you keep an eye on finance and politics when you watch the news or read the newspaper, you must stay informed of general technology trends and recent developments. While there's no need to become an expert (that's the Information Technology [IT] Department's job), you and other non-technical employees should know enough background information to make the right decisions about the technology your department relies on—whether it be sports league



software, point of sale systems or presentation software. To reach this level of expertise, tailor your strategy to your team members' interests, needs and information-gathering habits. Here are a few tips to help you formulate a working strategy.

## Television and radio

Nearly everyone on your team watches television and listens to the radio; but, do they take advantage of what these outlets can teach them about technology? Both media offer programming dedicated to technology such as documentaries, regular series and call-in question-and-answer segments. A short television or radio show usually provides a sufficient overview of a new technology or examination of a problem with current technology. Encourage team members to identify programs they enjoy and determine which ones deliver the best information. Provide blank video and audio tapes so they can record the programs and use them to create a program library where everyone has access to the information and can learn at their own pace.

## Newspapers

Tuesday through Saturday, the *Houston Chronicle* covers technology in its "Business" section, which lists useful websites, question-and-answer columns, user tips, and product reviews. Other major newspapers print articles on the same subject matter. The *Los Angeles Times*, for example, runs technology articles on Mondays and Thursdays. The *New York Times* runs a "Science Times" section on Tuesdays that reports on health/fitness and general science, as well as a "Circuits" section on Thursdays that reports mostly on consumer electronics.

Such regular features enable readers to learn a lot from a quick read. If your local newspaper runs these features, cut the articles out and post them on the department bulletin board. If not, most major newspapers are available online, so you can access daily or weekly columns in other papers and print them out. When you give team members regular snippets of information, they'll have a firm base of technology wisdom to build upon.

## Magazines

Numerous magazines cater to the technology market. Browse through a few to determine which ones offer the most pertinent information for your department's needs. Initiate a business subscription to the magazines team members find most useful and encourage them to read the articles every month. For those magazines you don't subscribe to, make a visit to your local library every two or three months and skim back issues. You can also encourage team members to do this during an

extended lunch period. Once it is a part of your routine, it will only take an hour or two one afternoon four to six times a year to stay informed. With this efficient approach, the entire organization can keep up with a year's worth of content for an investment of 8-12 hours per year.

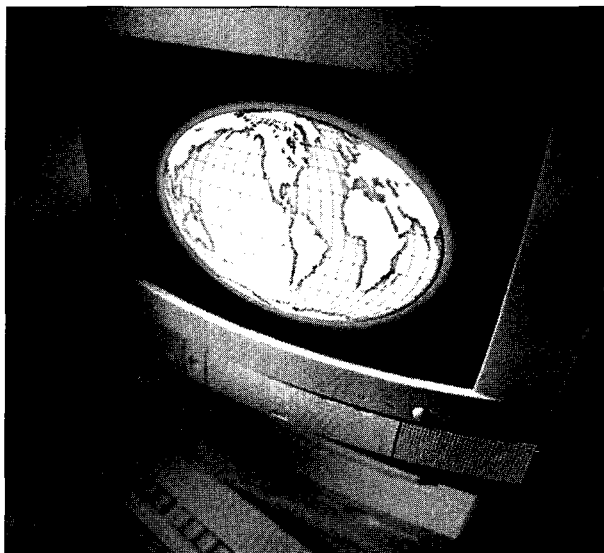
## Books

The "how-to" book genre is certainly worth your perusal. Purchase a few for general reference and keep them in a central office location. Not only do such books explain how various technologies work, but most of them also have useful glossaries and appendices that define underlying principles like electromagnetism and basic mechanics.

For information on specific technologies, check out the very popular "Dummies" and "Complete Idiot's Guide" series. With new topics coming out all the time and old topics being updated, these books offer some very clear and simple explanations of subjects that many people find daunting. The more competent team members become with the basics of technology, the more productively they'll use their existing equipment and devices.

## Internet

If team members have Internet access at their desktops, encourage them to locate a quality search engine, such as Yahoo or Excite, and learn how to use it—especially the advanced search features. This will allow them to find manufacturers' sites, user groups, bulletin boards, and online magazines. An hour or two of intense browsing will probably yield more than enough information. They can then bookmark the sites they like best and return to them as needed. Plan to remain cur-





## Shortcuts To Technology

rent by scheduling time to return to such sites on a weekly or monthly basis.

### Peers

Let's not forget that we can learn from each other. Here are some outlets for sharing advice.

**Networking.** Pass information through the department formally or informally. One approach is to create an interoffice e-mail distribution forum, whereby team members who learn a new tip or solve a common problem can e-mail the information to the group.

**Seminars.** Many seminar companies offer topics such as "Latest Developments in Information Technology for non-IT Managers" or "Everything a Manager Needs to Know About E-Learning." Usually one to three days in length, these seminars will bring team members up to speed on a technology that is important to your business, but in which you have little direct experience. The next time you receive a seminar flier in the mail, whatever the topic, jot down the company's website address. When you decide it's time to attend a seminar, search those websites for the topic you need.

**Super Users.** Most companies or departments have at least one non-IT person whose off-the-job passion is technology. While you shouldn't be a nuisance to these coworkers, you should identify the super users and ask them to share their knowledge.

### Your personal strategy

Keeping up with technology doesn't require radical new behaviors or an advanced college degree. Use your department's needs and resources to guide you in devising a technology update strategy that yields the best results. When you stay current with technology information, you and your team members will be able to anticipate problems and quickly find solutions to all your business needs. The result will be a knowledgeable group that keeps the company productive and profitable in today's volatile business world. **esm**

*Brian J. Nicholson, Ph.D., is a Houston-based consultant and author who helps organizations boost their productivity by effectively coping with technology. He can be reached at [brian@survivetech.com](mailto:brian@survivetech.com).*



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# Lasting Memories

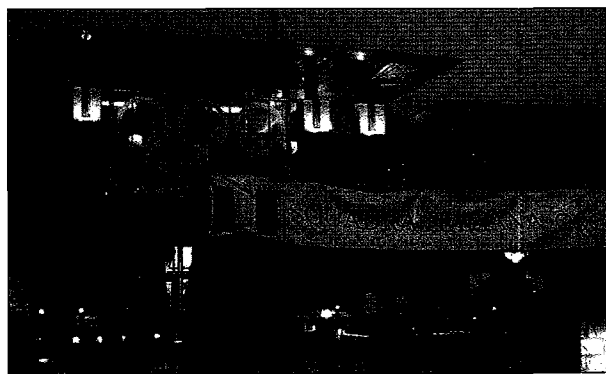
**University of Utah Hospitals and Clinics' employees embraced the Olympic Games with celebrations, activities and volunteerism**

**By Wendy Bailey**

**W**hen upper management at the University of Utah Hospitals & Clinics, Salt Lake City, UT, learned that their campus would be the site for the 2002 Winter Olympic Games, they knew it would dramatically alter the daily lives of the employees, patients and students. Consequently, planning began two years earlier when management signed a contract for its Polyclinic to become an Olympic Family Hospital in the Olympic Village. Hospital employees, students and patients joined together to volunteer for the Olympic Games, communicate the hospital's celebrations and activities, and help the workday run smoothly despite the hustle and bustle of the events.

## **The Olympics on campus**

The University's Rice-Eccles Stadium served as the location for rehearsals and the Opening and Closing Ceremonies, while the land adjacent to the University's Health Sciences Campus became the Olympic Village, home for athletes and coaches. As a subcontractor to Intermountain Health Care, Salt Lake City, UT, University Hospital provided medical services at the Polyclinic in the Olympic Village and the events at Rice-Eccles Stadium. During the event, the Polyclinic operated around the clock as a full-service, multi-specialty health center responsible for serving 7,000 members of the Olympic family, including athletes, coaches and other Village dignitaries.



**A view of the entrance to the Olympic Village, located on the University of Utah campus in Salt Lake City.**



## Gathering the troops

The clinic's departmental directors joined forces to create the University Hospital Olympic Committee. Their mission was to establish a process for medical services and balance patient load at the Polyclinic. Later, upper management summoned the hospital's Social Activities Committee (SAC) to communicate event activities, recruit employee volunteers and generate excitement about the event. As the hospital administration coordinator in the Rewards and Recognition Department and co-chair of the SAC, my main responsibilities took me inside the Polyclinic, where I worked 12-hour days as assistant operations manager. Meanwhile, I used flextime and telecommuting to tend to my regular job responsibilities. The entire experience was overwhelming, exciting and enjoyable.

## Communication and meetings

The Rewards and Recognition Department focused on communication and participation. Our goal was to provide opportunities for employees to feel part of and enjoy both the Olympic Games and Paralympic Games for athletes with disabilities. We also fielded employees' traffic, parking and scheduling concerns.

As the official event drew closer, upper management sent an e-mail message to 2,000 employees outlining the hospital's role in the 2002 Games. The University of Utah, Olympic Planning Office and the Office of Hospital Administration all posted subsequent information on their websites about how the Olympics would impact employees' jobs, parking and life at the university.

In 2001, the pace picked up and more information became available. William Holt, Olympic coordinator for university medical services, presented three Information Fairs entitled "What Will You Do in 2002?" in the hospital cafeteria and gave away an Olympic Gift Basket as a drawing prize. At this time, employees had a chance to ask questions about volunteer opportunities, Polyclinic services, ceremonies, parking and campus access, and campus activities. Holt answered more questions during Town Hall Sessions for day- and afternoon-shift employees. Further information sessions provided event updates for late evening shift workers. The Rewards and Recognition Department also planned three Lunch-and-Learn presentations to cover similar material and treat employees to drinks and dessert. Human Resource Service Team Members presented information about the Olympics at department staff meetings upon request.

Print materials served as our primary communication tool. *Pulse*, the hospital's weekly newsletter, ran regular features on all facets of employee involvement and concerns. A weekly feature entitled, "Olympic Countdown," provided schedule updates.



**Wendy Bailey, hospital administration coordinator, (left) and Melanie Speirs, administrative secretary, (right) model Olympic vests with Coal, The Bear, one of the Olympic Mascots.**

The Salt Lake Organizing Committee (SLOC) for the Winter Games prepared an official transportation guide and offered copies to hospital employees. Large, full-color maps showing closed roads, detours and alternate routes, shuttle schedules, and security checkpoints, were displayed in the hospital cafeteria, high-traffic corridors and auxiliary buildings. The University's Public Affairs Office also provided employees and patients with tear-off pads of Travel Tip Sheets and Maps for navigating around road closures and security checkpoints.

## Volunteer opportunities

Initial employee involvement began in 1998 when volunteer opportunities arose at pre-Olympic events including the Bobsled and Skeleton World Cup Events and the U.S. Figure Skating Championships. Employees wishing to volunteer for game assignments adjusted their work schedules using flextime, telecommuting or vacation time. The Health Sciences Center allowed its staff to volunteer and take compensatory time off while Polyclinic volunteers earned their regular salaries for extra hours.



**At the Polyclinic, a pharmacist provides medication to Olympic participants representing China.**





Pin trading served as an informal "sport" of the Olympics for University of Utah students and University of Utah Hospitals and Clinics' employees and patients.

## Fun and games

Staff recognition came through a variety of outlets. Special University Hospitals & Clinics Olympic pins were distributed to all employees. The University Hospital Foundation funded the creation of a commemorative set of five hospital-related Olympic pins and gave them to employees who donated a certain amount to the Critical Care Pavilion Building Fund for hospital expansion. A number of departments also distributed their own pins throughout the games.

Employees on every shift had the opportunity to participate in an Olympic Trivia Contest that light-heartedly educated them on the history of the Olympics. Those who correctly answered questions such as "In what year was curling introduced as an Olympic sport?" received an Olympic pin and a chance to win a \$25 gift certificate. Winners of a word-search contest—an acrostic of Olympic words—received fast-food gift certificates and Olympic mascot pins.

## Employee activities

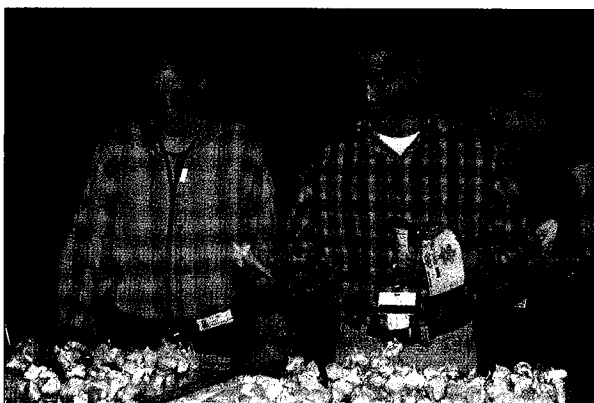
The SAC coordinated an education program called "A Healthier You In 2002—Utah's Health Legacy," to encourage Utah residents to live healthy lives. During the event's Gold Medal Mile walks, employees and students who walked a mile during their lunch hours received Winter Games pins. Pulse also regularly printed profiles and photos of employees who live healthy lifestyles.

The University's Winterfest 2002, Snow Daze, offered prizes, including tickets to the Olympic Medals Plaza to winners of five-member teams competing in snow-related events including ice sculpting and relays. A cultural component of Winterfest featured crafts and foods from around the world, performances, discounted pins, merchandise, and giveaways.

## Olympic events

The SAC planned two large-scale events, complete with refreshments, just before the Games. First, the Olympic Winter Games and Paralympic Winter Festival took over the hospital cafeteria in January 2002. Then, on February 7, 2002, the day the Olympic torch came to Salt Lake City, the SAC held a "Fire it Up" ceremony in the cafeteria. Promotional fliers urged, "Welcome the World! Celebrate the Games! Get into Gear! And Let the Games Begin!"

Both events featured Olympic and Paralympic mascots on hand for photos. The Rewards and Recognition Department managed the roving employee store, which sold Olympic and Paralympic merchandise and apparel including logowear, souvenir items, lapel pins, and temporary tattoo books.



University Hospital staff enjoy mini-marshmallow torches at the "Fire it Up" Torch Fest, hosted by the Social Activities Committee in recognition of the Olympic Torch arriving in Salt Lake City.



A prize drawing for both events included a cruise, an overnight stay at a local inn, fleece logowear, Olympic gift baskets, shirts, rolling backpacks, home safety kits, and tickets to events at the Olympic Medals Plaza.

The finale for the 2002 Winter Games' activities was a call for employees to submit favorite Olympic event photos (featuring staff) or brief essays recounting their "most memorable" Olympic moments. Winning entries were published in *Pulse*, and recipients received prizes including the chance to win an Official Olympic Uniform. Both photos and essays were showcased in a large display case in a hospital corridor for all employees to enjoy.

### Good times remembered

The Olympic Games brought a sense of excitement and intrigue to the University of Utah campus and hospital atmosphere. Olympic logowear and memorabilia became prized possessions. Even the Secret Service and Utah Police Department designed their own Olympic pins, which university employees, students and patients collected and traded along with many other pin designs. By April, the hospital climate was just starting to get back to normal. Currently, employees are still interested in purchasing logowear and collecting pins. Yet, rather than trading the pins, most are preserving them in shadow boxes to cherish their memories of a time when the Olympic Games took place in their hometown. **esm**

*Wendy Bailey is the hospital administration coordinator for University of Utah Hospitals & Clinics, Salt Lake City, UT. She can be reached at (801) 585-5932 or Wendy.Bailey@hsc.utah.edu.*

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## PLANT FACTS

Further research proves the bottom-line benefits of interior plants:

**Lower operations and maintenance costs.** Plant transpiration releases moisture, creating a humidity level matching the recommended human comfort range of 30-60 percent. A study by the Associated Landscape Contractors of America, Herndon, VA, found that proper selection and placement of plant materials lower heating and cooling costs by as much as 20 percent.

**Create a great place to work.** Studies out of Oxford Brookes University, Oxford, England, found that indoor plants positively enhance perception and contribute to employees' well being. The same set of studies concluded that people perceive a building with interior landscaping as more upscale, more welcoming and more relaxed.

**Clean the air.** Sealed energy-efficient buildings have higher concentrations of toxic chemicals. According to Dr. Billy C. Wolverton, environmental researcher, John C. Stennis Space Center, MS, plants clean contaminated office air by absorbing pollutants into their leaves. He suggests that every employee have a plant on his or her desk.

**Reduce office noise.** Strategically-placed plants quiet an office. A small indoor hedge placed around a workspace reduces noise by five decibels. According to the Associated Landscape Contractors of America, landscape professionals are replacing cubicles with "tree walls" and other innovative plant groupings to reduce the "decibel distraction factor."

without interfering with the subject's activity. The results proved that participants who worked in the presence of plants were less stressed and as much as 12 percent more productive than those who worked in an environment without plants.

The outcome, which indicated an influence of plants on decreasing blood pressure, is consistent with research conducted by Dr. Roger S. Ulrich, professor and environmental psychologist, Texas A&M University, College Station, TX; and Helen Russell, scientist, University of Surrey, West Sussex, England. After exploring human interactions with nature, they discovered that

visual exposure to plant settings produced significant recovery from stress within five minutes.

### Clearing the air

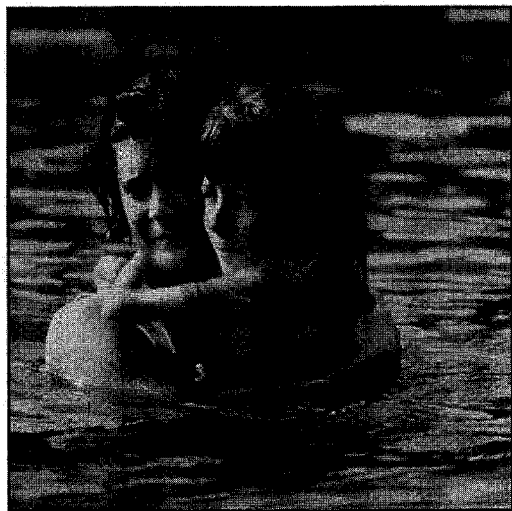
Many traditional performance-based incentives implemented to enhance employee productivity impose added stress on employees to out-perform one another. Therefore, plants' capability of raising productivity while lowering stress is extremely valuable. To attract and retain top employees, the workplace must include aspects of what inspires employees during their "off" time. Employee services providers can purchase plants as employee recognition gifts and educate employees about their

health benefits in the home and office. Gallop polls indicate that two-thirds of the American workforce cite gardening as their favorite hobby. Perhaps this "green thumb" passion explains why humanizing the workplace with plants is a highly effective method of promoting employee satisfaction. **esm**

*Mary Jane Gilhooley is communications manager for Focal Point Communications, Los Angeles, CA, and coordinator for the national Plants at Work information campaign, Cincinnati, OH. Gilhooley can be reached at (800) 347-9014, [mj@plantsatwork.org](mailto:mj@plantsatwork.org) or [www.plantsatwork.org](http://www.plantsatwork.org).*



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## The workplace oasis

**Boost productivity while reducing stress with interior plants**

By Mary Jane Gilhooley

**O**ffice anxiety levels are high as our current economy and security uncertainties place added stress on American employees. According to research conducted by marketing research firms Integra Realty Resources, New York, NY, and Opinion Research Corp. Intl., Princeton, NJ, one out of eight employees calls in sick due to workplace stress.

No longer just a pretty face, plants are hard at work "de-stressing" American offices. Current research shows that plants decrease stress while enhancing productivity by as much as 12 percent. Whether it is a single plant on each desk or a lush common-area atrium, the calming psychological aspect of interior plants has never been so acutely necessary in the workplace environment.

### Productivity research

The study *Impacts of Plants on People*, by Dr. Virginia Lohr, professor and horticulturist,



Washington State University, Pullman, WA, took place in a simulated office setting where a computer program induced stress and tested productivity by producing time-measured readings of participants' reactions to 100 different symbols. The researchers also measured blood pressure, emotional states and pulse rates during the experiment. The presence or absence of plants was the only variable in this experiment. When plants were present, Lohr positioned them so that a cluster was in the peripheral view of each subject sitting at a computer terminal,

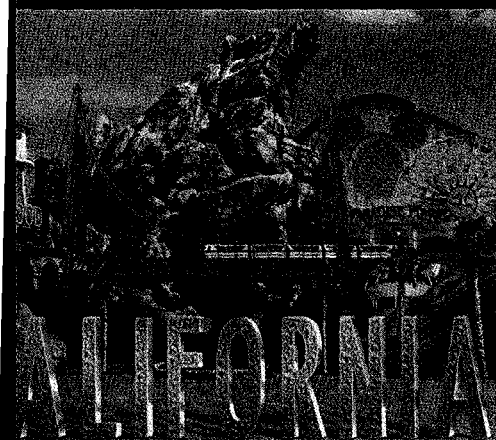
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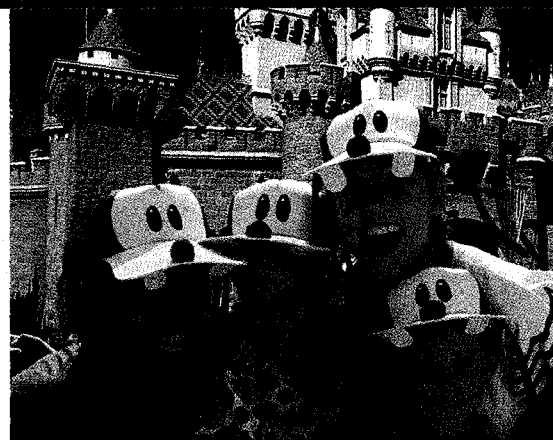
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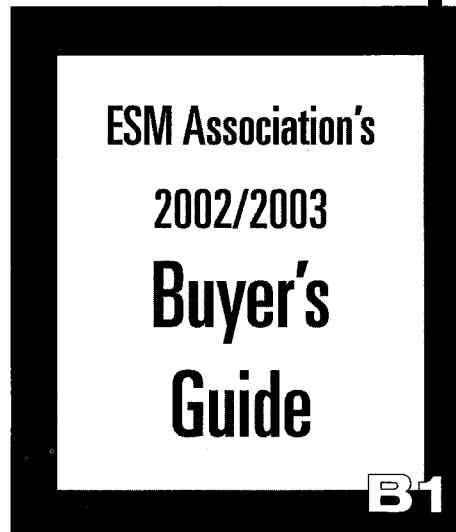
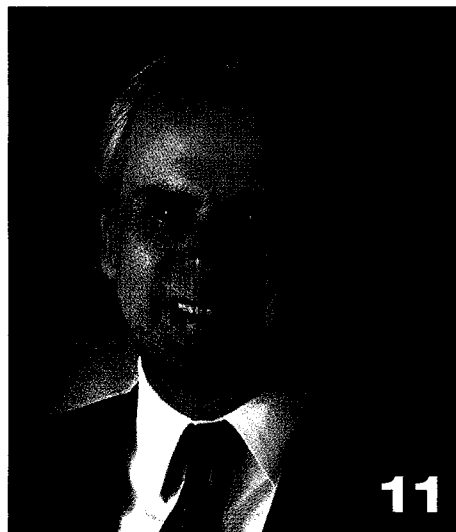
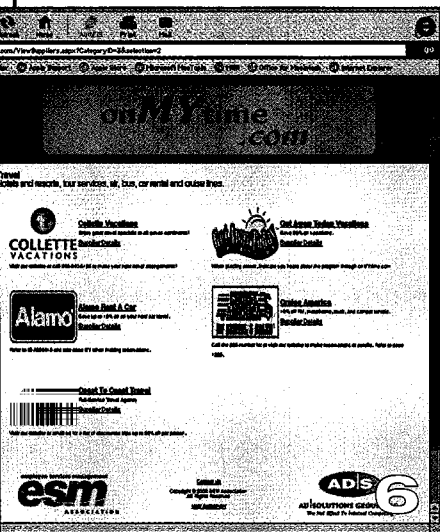


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Members are awarded for their involvement.  
Learn how to get in on the fun.

**A**ccording to our members, the number one benefit of joining ESM Association is the quality, long-lasting relationships built with peers. We are the only association that brings together employee services providers from around the world and provides them with a forum for education and networking. Our members are appreciative of the opportunities ESM Association provides to accumulate professional contacts and foster friendships. (Of course, it helps that they are an upbeat and personable bunch.) This issue of *ESM Magazine* is dedicated to those individuals who currently take an active role in ESM Association and make a difference in the organization.

After months of economical and emotional turmoil for U.S. businesses, ESM Association Members came home to their association and their peers for ESM Association's 61<sup>st</sup> Annual Conference & Exhibit, May 19-23, 2002, at the Town and Country Resort & Convention Center, San Diego, CA. Providing a familiar constant in uncertain times, this five-day motivational journey allowed attendees to escape from the office to renew their spirits and revitalize their programs with education, benchmarking, networking, and fun. Attendees left recent workplace issues at the office and concentrated on what their employees will expect from them in the months ahead.

During this retreat, ESM Association recognized leaders in the field and the association. Frederick W. Smith, chairman, president and chief executive officer, FedEx Corp., Memphis, TN, received the 2002 Employer of the Year Award for his strong support of innovative employee services programs. ESM Association Foundation Trustee Chuck Bouchard received the Distinguished Service Award for his volunteerism. In addition, ESM Association presented Patrick B. Stinson with an award for 25 years of service as ESM Association's executive director. ESM Association also awarded several Exhibitors for excellence in exhibiting and Exhibitor longevity.

If you have not taken advantage of ESM Association's member services recently, you may want to start with the Buyer's Guide on page B1. Build relationships with ESM Association's National Associate Members and enhance your program with their turnkey employee services ideas. During the Annual Conference & Exhibit, ESM Association also introduced a new online member service that will revolutionize the way members deliver special offers to their employees. Based on the strong pre-existing relationships between Organizational Members and National Associate Members, ESM Association developed onMYtime.com, an online buying program that allows members to deliver great values to their employees. Turn to page 6 to learn how to implement this program today.

Thank you to all members who participate in ESM Association, take advantage of our member services and continuously work to make our association a strong family of employee services professionals for over 60 years. If you are interested in becoming an ESM Association leader, turn to page 24 to read about becoming a Certified Employee Services Manager (CESM). Next, turn to page 14 to learn how to nominate your CEO as ESM Association's 2003 Employer of the Year. Then, turn to page B22 to read about applying for a Director at Large position on ESM Association's Board of Directors. Remember, you represent the future of this profession. Get involved!

Renee M. Mula  
Editor

reneemula@esmassn.org

## Publisher

PATRICK B. STINSON

## Editor

RENEE M. MULA

## Editorial Assistant

CHRISTINA HIGBY

## Designer

DALE A. DODSON

## Advertising Sales Offices

ALISON BASHIAN-VICTOROFF

Bashian & Associates, Inc.

33610 Solon Rd., Solon, OH 44139

(800) 335-7500, (440) 349-3353

Fax (440) 349-3447

E-Mail: abvsales@aol.com

ROBERT H. KRUEH

Box 230, Fulton, MD 20759

(301) 924-4473

Fax (301) 854-2464

E-Mail: rhkrueh@mindspring.com

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employee services management

# esm

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Brook, Illinois 60523-2371, 630/368-1280

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ESM Association Headquarters, 2211 York

Suite 207, Oak Brook, IL 60523-2371

esmahq@esmassn.org • www.esmassn.org



**ESM ASSOCIATION  
HEADQUARTERS**

2211 York Rd.  
Suite 207  
Oak Brook, IL  
60523-2371  
(630) 368-1280  
(630) 368-1286 FAX  
<http://www.esmassn.org>  
[esmahq@esmassn.org](mailto:esmahq@esmassn.org)

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**THE TEN  
COMPONENTS  
OF A WELL-ROUNDED  
EMPLOYEE SERVICES  
PROGRAM**

employee services management

**esm**  
ASSOCIATION

Employee Stores  
Community Services  
Convenience Services  
Dependent Care  
Recreation Programs  
Recognition Programs  
Special Events  
Travel Services  
Voluntary Benefits  
Wellness



# 2001 Highlights

Dear ESM Association Member:

On behalf of ESM Association's National Board of Directors, it is my pleasure to present you with ESM Association's 2001 Annual Report. We have included both statements of our financial position and statements of activities as of December 2000 and 2001.

Over the past year, we have seen numerous successes. The year began with our Winter Board Meeting, where the Board of Directors identified six strategic objectives to focus on for 2001 and beyond. The board continues to keep these objectives front and center as we move forward into 2002:

- 1) Increase resource strategies that will ensure long-term financial growth and stability.
- 2) Have an organization structure that will allow ESM Association to effectively fulfill its mission.
- 3) Become the recognized primary resource for employee services.
- 4) Provide multiple avenues for the delivery of high quality, innovative education information to our members.
- 5) Increase strategies for long-term member growth and retention.
- 6) Position employee services as a key component of sound business management.

Other highlights from 2001:

- Planned and implemented a highly rated and successful conference in New Orleans.
- Passed a bylaw revision that changed the way we elect directors to the board by opening up the positions to the entire membership and, in doing so, eliminating the need to fill positions based on regional specification.
- Published the resource book, *Employee Services Management: A Key Component of Human Resource Management*.
- Oversaw the development of the online discount program, onMYtime.com.
- Successfully revamped and implemented a new chapters' dues renewal process at the national level.
- Continued to build the ESM Association brand through our website, chapter name changes and external press releases.
- Revised the Board of Directors committee structure to be more task oriented.
- Released a survey on the state of the employee services industry after the events of September 11.
- Initiated the reorganization of the awards and certification programs.
- Enhanced communications with the members via Monthly Membership E-mails, the conference's Chapter Forum and Member Services Sessions and the Chapter Toolbox in the Member Resources Section of [www.esmassn.org](http://www.esmassn.org).
- Enhanced the website to be more user friendly and added valued information for the employee services practitioner.

Throughout the duration of 2002, I see the momentum building and exciting times ahead for ESM Association. With the continued efforts of the ESM Association staff, the Board of Directors and active participation from our membership, we can achieve amazing results that will further enhance the employee services field.

Sincerely,



Bud Fishback, CESM  
ESM Association Immediate Past President



# 2001 Annual Report

## STATEMENTS OF FINANCIAL POSITION DECEMBER 31, 2001 AND 2000

	2001	2000
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and equivalents	\$ 29,011	\$ 102,139
Accounts receivable	2,243	73,969
Prepaid expenses	24,490	32,941
<b>TOTAL CURRENT ASSETS</b>	<b>55,744</b>	<b>209,049</b>
<b>PROPERTY AND EQUIPMENT</b>		
Furniture and equipment	92,327	85,059
Less accumulated depreciation	(78,397)	(75,031)
	13,930	10,028
<b>OTHER ASSET</b>		
Office security deposit	2,076	2,076
<b>TOTAL ASSETS</b>	<b>\$ 71,750</b>	<b>\$ 221,153</b>
<b>LIABILITIES AND NET ASSETS (DEFICIT)</b>		
<b>LIABILITIES</b>		
Accounts payable	\$ 32,831	\$ 37,639
Accrued expenses	24,006	31,831
Lease obligation	4,457	8,390
Deferred income		
Annual conference	47,321	86,895
Membership dues	128,491	128,583
Other	3,455	4,295
<b>TOTAL LIABILITIES</b>	<b>240,561</b>	<b>297,633</b>
<b>NET (DEFICIT)</b>		
Unrestricted (Deficit)	(168,811)	(76,480)
<b>TOTAL LIABILITIES AND NET (DEFICIT)</b>	<b>\$ 71,750</b>	<b>\$ 221,153</b>

## STATEMENTS OF ACTIVITIES DECEMBER 31, 2001 AND 2000

	2001	2000
TOTAL REVENUE	\$ 852,315	\$1,031,858
TOTAL EXPENSE	944,646	980,772
INCREASE (DECREASE) IN NET ASSETS	(92,331)	51,086
NET (DEFICIT) Beginning of Year	(76,480)	(127,566)
NET (DEFICIT) End of Year	<u>\$ (168,811)</u>	<u>\$ (76,480)</u>

## ESM ASSOCIATION FOUNDATION FINANCIAL STATEMENTS DECEMBER 31, 2001

TOTAL REVENUE	\$ 18,322
TOTAL EXPENSE	20,919
EXCESS OF REVENUE OVER EXPENSE/(DEFICIT)	(2,598)
NET EQUITY @ 1/1/01	28,187
NET EQUITY @ 12/31/01	<u>\$ 25,589</u>



# onMYtime .com

**Introducing onMYtime.com—a new member service from ESM Association. Use this service to save time managing your employee buying program and work with suppliers you already know and trust.**

By Cynthia Helson

---

**O**ver 65 percent of ESM Association's Members work diligently to research, gather and promote special product and service offerings to their employees from their own network of suppliers, according to ESM Association's *Market Survey*, conducted by Research USA, Chicago, IL. Administering this type of employee buying program can be very time-consuming. It often requires hours of monthly maintenance to update seasonal offers and maintain current contact information. To save employee services providers time, ESM Association has developed an exciting new member service called onMYtime.com that will change the way ESM Association Members deliver values and special offers to their employees. Best of all, it's available right now as part of your current ESM Association membership.

---

Frustrated with the amount of time required to manage a quality employee buying program, many members have asked ESM Association Headquarters to create a simpler method by offering special offers online. ESM Association applied its 61 years of expertise in the employee services field to create onMYtime.com to ful-

fill its members' employee buying needs. This new member service combines its members' valued relationships with ESM National Associate Members and the latest technology provided by AD|Solutions Group, Inc., Oak Brook, IL, to create an online buying program made especially for ESM Association Members.



## When it comes to work/life balance, employees expect employers to provide them with values and special offers on products and services.

### Long-term partnerships

The power behind this program and the key to its success is ESM Association's strong network of quality suppliers who focus on creating relationships rather than short-term sales. ESM Association's *Market Survey* found that 87 percent of ESM Organizational Members look to ESM National Associate Members to supply them with products and services. Based on the strength of these relationships and the needs of today's busy employee services providers, ESM Association decided to incorporate its very own product and service offerings into the onMYtime.com employee buying program.

ESM National Associate Members pride themselves on their reputations in the field and their ability to help employee services providers succeed at work. Employee services providers are already familiar with ESM National Associate Members: they are the same supplier companies and sales staff who advertise in ESM Association's Buyers Guide, Exhibit Hall, Buyer's Pak and *ESM Magazine*. OnMYtime.com pools ESM National Associate Members who have products and services available for individual use and presents these offers in an online format employee services managers can deliver to their employees with little effort.

### A ready-made program

This pre-packaged online buying program is available to all ESM Association Members. This means that for no additional charge beyond current membership dues ESM Association Members can immediately provide their employees with this new online buying program. Since employees constantly seek values and special offers, the newly-developed website will continue to grow as it offers your employees a source to purchase merchandise, entertainment, travel, and services at a discount or a great value.

The responsibility of presenting fresh, updated offerings falls on ESM Association and its National Associate Members, allowing employee services providers to dedicate more time to other responsibilities. ESM Association will manage the information and help you promote the program with icons and text to place on your company's website. Site customization is available for a nominal fee.

### How it works

If you are an ESM Association Member, ESM Association Headquarters has already assigned your company its own user I.D. and password and informed you of it in a recent ESM Association Membership E-Mail. (If you did not receive your company's user I.D.

and password, please contact ESM Association Headquarters.) You and your employees may use this information to gain access to onMYtime.com and view the latest offerings. Your login information will remain active as long as your membership.

We encourage ESM Association Members to promote to their employees the company's user I.D. and password. Many members plan to place the onMYtime.com logo on their intranet or Internet site with a brief description, a link to the site and login instructions. It might read something like this:

"All XYZ Company employees now have a new employee benefit: onMYtime.com. This website makes it easy for you to find special offers on shopping, entertainment, travel, and services. Click here to make the most of your time and enter [user I.D.] and [password] to gain access."

At this point, employees will visit onMYtime.com, enter their company's login information and browse these categories:

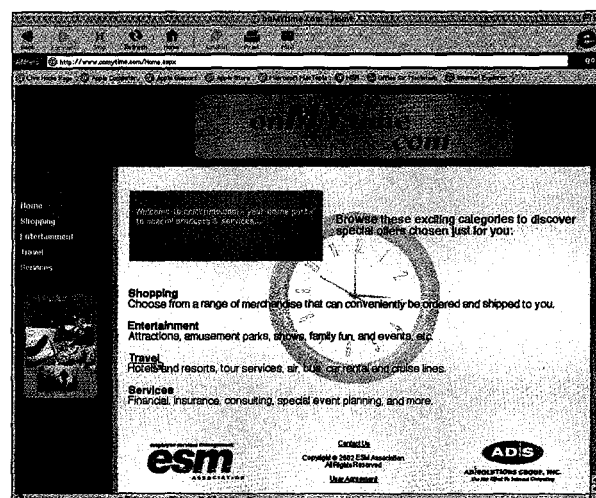
**Shopping:** Merchandise that can be ordered and shipped.

**Entertainment:** Attractions, theme parks, shows, family fun, and events.

**Travel:** Hotels and resorts, tour services, air, bus, car rental, cruise lines.

**Services:** Financial, insurance, consulting, special event planning, and more.

This new member service allows employees to work directly with ESM Association's suppliers. All suppliers listed are ESM National Associate Members. Under each category, the employee will find a list of suppliers'



Click on one of four shopping categories to view the latest values available to ESM Association Members.



names and logos followed by brief descriptions of special offers, instructions on how to purchase the items/services and links for further information. The employee can either click on "Supplier Details" to view the supplier's address, contact information and a detailed description of the offer or they can click on the supplier's name or logo to visit the supplier's website.

The link will either bring employees to an online ordering process or simply inform the employee of an 800 number used to place a phone order. In most cases, the employee will need to identify the ESM merchant code mentioned either in the instructions section of the onMYtime.com website or on the ESM National Associate Member's website. This code identifies the source of the order and tags it as a special ESM offer.

### Accolades from members

In San Diego, CA, May 19-23, 2002, ESM Association introduced this new member service to attendees of ESM Association's 61<sup>st</sup> Annual Conference & Exhibit. As both exhibitors and attendees toured the ivory and



Choose a supplier and click on its logo to either order products online or place a phone order via a special 800 number.

hunter green website, they expressed enthusiasm that onMYtime.com will minimize the tedious project of maintaining an employee buying program. Attendees excited about introducing this new benefit to employees requested their user I.D. and password. Exhibitors anxious to have their offerings showcased among the four categories secured space on the site.

### A tour invitation

Conference attendees who toured the onMYtime.com site say they enjoy its offerings, functionality and easy navigation. Since rolling out the program in late May 2002, onMYtime.com currently features nearly 20 offerings and is growing every day. ESM Association invites its members to encourage their supplier contacts to call ESM Association Headquarters to inquire about showcasing their products or services with this program, which we will share with millions of employees across the U.S.

Take this opportunity to give your employees a simple outlet to buy gifts, secure entertainment tickets, plan a vacation, buy a wireless phone, and more. Visit onMYtime.com today to tour this exciting new member benefit. For more details about the program, contact ESM Association Headquarters at (630) 368-1280 or info@onMYtime.com. **esm**

Cynthia Helson is former director of communications for ESM Association, Oak Brook, IL.

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*Tired of not being able to keep your Web Site Current?*

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Track Participation

**Web Portal**  
Dynamic Content Mgmt

AD/Solutions Group, Inc. has partnered with ESM to bring you **www.onMYtime.com**, and now we want to partner with you!

We can help you realize the benefits of using technology to streamline what you do and how you do it, so that you can focus on what you do best –

**Employee Services!**

Contact Dave Hewson: 1-800-237-0025 x222  
dhewson@adsgroup.net

Visit our Web Site: **www.adsgroup.net**



**AD/SOLUTIONS GROUP, INC.**  
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ASSOCIATION

# MEMBERSHIP APPLICATION

## GENERAL MEMBERSHIP \$165

Name

Date

Title

Company

Address

City

State

Zip+4

Phone

Fax

E-mail

URL

Number of Employees

## Membership Fee \$165

☐ Payment Enclosed☐ Please Invoice☐ Mastercard☐ Visa☐ American Express☐ Discover

Card Number/Expiration Date

Signature

Please enclose check made payable to ESM Association or provide credit card data and mail with application to:

ESM Association, 2211 York Road, Suite 207, Oak Brook, IL 60523-2371, Phone: 630-368-1280, FAX: 630-368-1286, E-Mail: [esmahq@esmassn.org](mailto:esmahq@esmassn.org), URL: <http://www.esmassn.org>



# Employee perks!

Give your employees a morale boost with great savings from Alamo.<sup>®</sup> When you enroll your ESM organization in Alamo's Membership Program, your employees will get a membership I.D. card that features year-round discounts of up to 15% off our great retail rates and discount coupons for future rentals. Simply complete the form below and return it to Alamo today!

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## Alamo's Membership Program order form

To enroll your organization in Alamo's Membership Program and to order membership I.D. cards, simply detach this form and send it to: Alamo<sup>®</sup> Rent-A-Car, L.L.C. C/O: Jagged Peak, 12200 34th Street North, Suite C, Clearwater, FL 33762-5608, or fax it to: 1-800-749-4998.

Number of employees \_\_\_\_\_ Number of cards requested \_\_\_\_\_

Your Name \_\_\_\_\_

Your Title \_\_\_\_\_

Organization \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_ Zip \_\_\_\_\_

Phone \_\_\_\_\_

Fax \_\_\_\_\_

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*ESM Association Proudly Presents*

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An Interview with ESM Association's 2002

# Employer of the Year

Frederick W. Smith, chairman, president  
and chief executive officer, FedEx Corp.,  
Memphis, TN

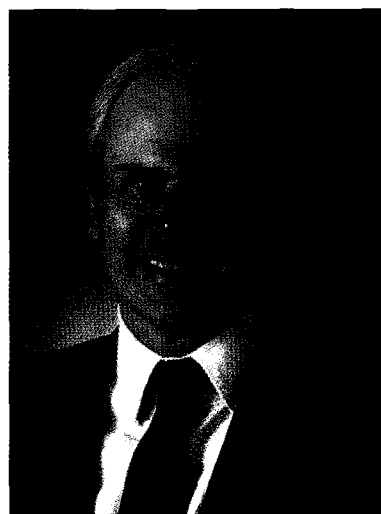
**E**ach year, Employee Services Management (ESM) Association, Oak Brook, IL, honors one member company employer with its most prestigious award—Employer of the Year. This employer must demonstrate a sincere belief in and support of an effective and progressive employee services program. We are pleased to announce Frederick W. Smith, chairman, president and chief executive officer, FedEx Corp., Memphis, TN, as ESM Association's 2002 Employer of the Year. In the following interview, Smith talks with *ESM Magazine* about how FedEx Corp.'s employee association fits into the company's famous management philosophy and why upper management makes employee services and work/life programs business priorities.

**ESM Magazine:** Give us a brief overview of FedEx Corp. and explain what makes your company a great place to work?

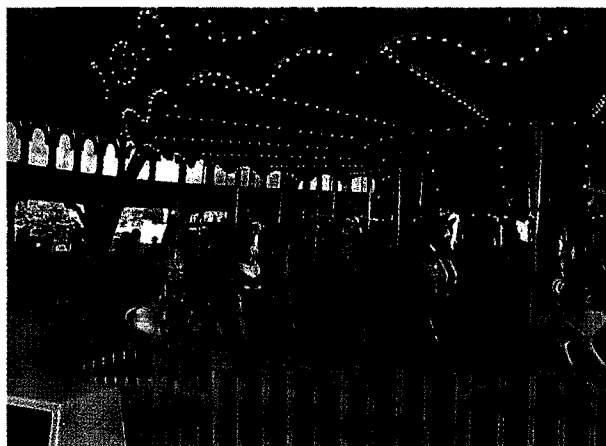
**Smith:** FedEx Corp. leads a growing family of subsidiaries—including FedEx Express and FedEx Ground—that offer the broadest array of transportation, e-commerce and supply-chain solutions in the

world. At FedEx Corp., over 200,000 employees and contractors are personally dedicated to doing whatever it takes to deliver for our customers every day.

FedEx Express, located at corporate headquarters in Memphis, TN, has a reputation as a great place to work. Workplace experts recognize such attributes as the company's employee-friendly policies and progressive benefits:







**FedEx employees and their families enjoy a carousel ride during FedEx Day, an annual event at Libertyland, a local amusement park in Memphis, TN.**

- FedEx Express supports and encourages diversity not only because it's the right thing to do, but because it makes perfect business sense. Employee diversity generates a creative and dynamic business environment, one that helps ensure the company's future in the global business marketplace.

- FedEx Express offers a wide variety of programs to help employees balance work with family life. Among these programs are the LifeWorks resource and referral service, workplace seminars, a website to access information about employee services such as discount programs, and FUNSTUFF activities—such as Sesame Street Live, Ringling Brothers Circus, and sporting event tickets—specially priced for FedEx employees.

- FedEx Express has excellent compensation programs. We compare employees' base pay rates with market data to ensure employees are paid fairly.

- FedEx Express employees are proud that their employer cares about our global community. We use our resources to help thousands of organizations throughout the world. Our aircraft and vehicles deliver aid to disaster sites. Our employees volunteer countless hours to make their communities better places to live, play and work. We also provide financial support to organizations that ensure children's safety and improve education.

**ESM Magazine:** How would you describe your management philosophy and how does your support of employee services complement this philosophy?

**Smith:** FedEx Express believes nothing is more valuable than our people. The company was founded on the People-Service-Profit (P-S-P) philosophy. Take care of our people; they, in turn, will deliver the impeccable service demanded by our customers who will reward us with the profitability necessary to secure our future.

FedEx Express realizes that satisfied employees create a superior business operation, and the company is committed to the development of programs, benefits and services to help employees balance the responsibilities of their personal and professional lives. Many of the programs offered by the employee association help contribute to employee satisfaction.

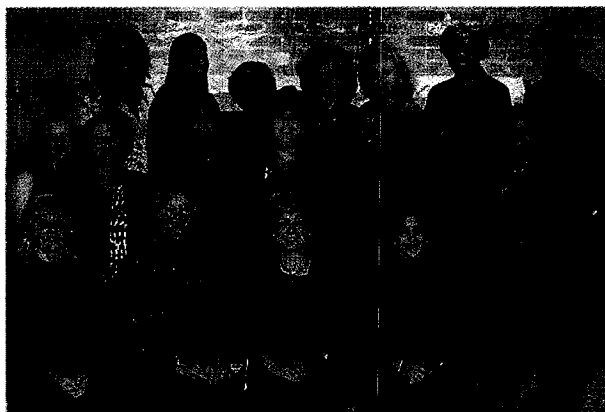
**ESM Magazine:** Please describe FedEx Corp.'s employee services offerings.

**Smith:** The Federal Express Employee Association (FEEA) was originally created in 1974 as the FedEx Club, when FedEx Express was our only company and its membership consisted of dues-paying Memphis, TN-based FedEx Express employees. It was chartered as a nonprofit organization to promote social and recreational activities such as bowling and softball leagues. Although employees of other companies are now eligible to participate in many of the programs, its policies and benefits were developed over the years specifically for FedEx Express employees.

The FEEA is dedicated to enhancing employee quality of life by providing a variety of free programs and activities for all permanent full and part-time employees and their families nationwide—including all operating companies. The FEEA programs, which are subsidized by the company, include Wellness Centers; Work/Life seminars; automobile purchase discounts; group legal services; long-term care insurance; restaurant, childcare and theme park discounts; and professional development and financial management advice.

**ESM Magazine:** How does your employee services program help employees balance their work and personal lives?

**Smith:** We have a Work/Life Program, which along with the FEEA, emphasizes to employees that there should be a proper balance between work and life



**FEEA Advisory Council members pose for a photo during their Annual Appreciation Dinner celebration.**



away from work. The Work/Life Program offers seminars on such topics as stress management, financial planning, parenting, and caring for an elderly parent. There are also continuing education courses as well as social and recreational activities for employees and their families.

**ESM Magazine:** *How do you reach FedEx employees throughout the U.S. with these services?*

**Smith:** FEEA programs and services are available throughout the U.S. FedEx Corp. family. We reach employees through various outlets including the FEEA website on the company's intranet site; our weekly publication, *This Week*; company e-mails; and through various programs featured on FXTV, the company's internal television broadcasting system.

**ESM Magazine:** *How has your program grown in the past three years?*

**Smith:** The company increased funding for the program, allowing FEEA to provide programs and services to a substantially higher number of employees nationwide. FEEA is able to provide more national discount programs for such items as tire and automobile purchases and service, as well as expanded group travel offerings.

**ESM Magazine:** *What tangible evidence have you seen that proves the value of your employee services program?*

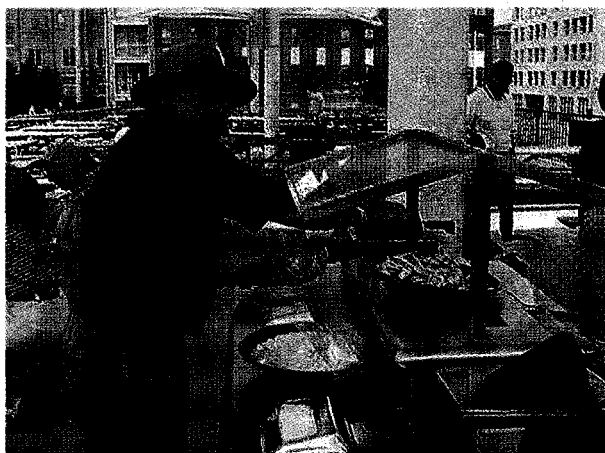
**Smith:** Unsolicited employee feedback indicates high levels of satisfaction with the programs and services offered. Also, the high levels of participation in various activities, as well as the high numbers of employees accessing the FEEA website, indicate widespread interest and involvement.

**ESM Magazine:** *In your opinion, what is top management's role in employee program support?*

**Smith:** Top management considers the FEEA a business priority for the overall well-being and morale of the workforce and uses every opportunity to make employees aware of the programs and services available to them. From the top levels on down, FEEA is recognized as a key component in the company's P-S-P philosophy.

**ESM Magazine:** *How has the slow economy affected FedEx, its employee association and the employee services offered?*

**Smith:** FEEA was not adversely affected by the slow economy. That's primarily due to the company's excellent budget management programs and commitment to taking care of our most valuable resource—our people.



**FedEx employees partake in a pre-game cookout at the Memphis Redbirds Triple-A Baseball Game during FedEx Appreciation Night.**

**ESM Magazine:** *Do you feel that employee services help recruit and retain employees? If so, how has your employee services program helped recruit and retain employees?*

**Smith:** Most definitely. We're finding that offering the types of services and programs available through FEEA gives FedEx a considerable competitive advantage in our recruiting efforts. Employees who take advantage of the FEEA programs proclaim their enjoyment of them to their friends, family and acquaintances. These word-of-mouth endorsements contribute to the company's reputation as an employer of choice.

**ESM Magazine:** *What trends do you see in employee services offerings?*

**Smith:** We're seeing more employers follow our lead in providing voluntary benefit programs such as long-term care insurance, group legal services and automobile/property and casualty insurance programs.

**ESM Magazine:** *Looking ahead, will employees continue to depend on employers to help them balance their work and personal lives? Will employee services programs continue to be a staple in the workplace of the future?*

**Smith:** Yes, it will become increasingly important for employers to offer such programs if they hope to remain competitive.

**esm**



# Employee Savings!

**Savings of 15% to 30% off your next stay!**

Call participating AmeriHost, Days Inn, Howard Johnson, Knights Inn, Ramada, Travelodge, Wingate & Villager hotels to receive substantial discounts.

Remember to give your Member Benefit I.D. number **20646** when making reservations.

**ATTENTION!**

To order wallet cards of program  
fax your request to Derek Errichetti (973) 496-1084.

**ATTENTION!**



1-800-996-2087  
Member Benefit  
ID# 20646



1-800-268-2195  
Member Benefit  
ID# 20646



1-800-769-0939  
Member Benefit  
ID# 20646



1-800-682-1071  
Member Benefit  
ID# 20646



1-800-462-8035  
Member Benefit  
ID# 20646



1-800-545-5545  
Member Benefit  
ID# 20646



1-877-202-8814  
Member Benefit  
ID# 20646



1-888-821-5779  
Member Benefit  
ID# 20646

\*Discount varies by location and time of year. Cannot be used in conjunction with other discounts. Not applicable to groups. Blackout dates may apply.

## Employer of Choice

### Nominate Your CEO

Have your company recognized as an Employer of Choice by nominating your Chief Executive Officer (CEO) as ESM Association's Employer of the Year. ESM Association Headquarters is now accepting nominations for the 2003 Employer of the Year Award. Organizational Members may submit their CEO for nomination by December 2, 2002. We plan this far in advance so that the winner may be notified and his/her schedule cleared for acceptance at the Member Appreciation Luncheon during ESM Association's 62<sup>nd</sup> Annual Conference and Exhibit, May 18-21, 2003, at the Royal Pacific Resort at Universal Orlando® a Loews Hotel, Orlando, FL.

The criteria for judging entries are as follows:

- The person must be the CEO or equivalent of the member company.
- The CEO should have a general knowledge of the company's employee services program.
- The nominee must make statements regarding why and to what extent he or she supports the program.
- The CEO must justify how employee services is important to the productivity and morale of the workforce.
- The CEO must have a reasonable chance of accepting the award in person, i.e., the nominee's schedule is clear (at the time the nomination is submitted) to accept the award at the conference.

Please fax or e-mail nominations to ESM Association Headquarters, Attention: Employer of the Year  
FAX: 630-368-1286 E-mail: [esmahq@esmassn.org](mailto:esmahq@esmassn.org)

**Deadline: December 2, 2002**

**Another member benefit from**

employee services management  
**esm**  
ASSOCIATION



# ESM Association's 2002/2003 Buyer's Guide

## How to Use ESM Association's Buyer's Guide for Employee Benefits

ESM Association's 2002/2003 Buyer's Guide is a tool to help you begin, improve or expand your employee services program and employee store. It is a listing of ESM Association National Associate Members, complete with information, prices and descriptions furnished by the National Associate Members.

**RETAIN THIS SECTION.** It is a handy resource for valuable employee discounts on goods and services used to implement employee services programs. ESM Association's 2002/2003 Buyer's Guide is also available in the Member Resources Section of [www.esmassn.org](http://www.esmassn.org). Log on by entering your last name and member number (located on the mailing label of this issue of *ESM Magazine*).

Only ESM Association members are eligible for discounts. Read through the **Buyer's Guide** to see what is available to you and your employees, then call the contact listed to receive more information about the products and services. Always identify yourself as an ESM Association Member when calling. If the National Associate Member company provides your organization with an ESM identification number, please use your company's assigned number.



# 2002/2003 Buyer's Guide

## Table of Contents

This quick reference contains the eight categories of suppliers, their page numbers and a description of the products/services found in each category:

**Awards/Recognition/Gifts .....B3**

Specialty foods, jewelry, gift certificates, engraved items, or any special merchandise used to recognize employees' merits.

**Employee Store Merchandise/Clothing .....B5**

Merchandise offered to employees at a discount, including discount cards and services. Also includes general merchandise to be sold in an employee store such as logo apparel.

**Family Entertainment/Attractions .....B8**

Attractions, theme parks, shows, family fun and events.

**Hotels/Resorts .....B10**

Listed first by multi-locations and then alphabetically by state.

**Specialty/Professional Services .....B15**

Financial, printing, consulting, special event planning, and more.

**Travel Services .....B18**

Travel services—air, bus, car rental, cruise lines, and tour services.

**Visitors/Convention Bureaus .....B20**

Information on facilities and services in specified areas.

**Wellness/Sports.....B22**

Products and services to assist in the promotion of wellness and fitness.

employee services management

**esm**

ASSOCIATION

ESM Association Headquarters

For new National Associate Members added since this printing and the most current list of offerings—  
visit the Member Resources Section of [www.esmassn.org](http://www.esmassn.org).



## Awards/Recognition/Gifts

### Awards By Kaydan

221 Depot St.  
Antioch, IL 60002-1508  
888-438-8024  
847-395-2900  
FAX: 847-395-7150  
Website: [www.AwardsbyKaydan.com](http://www.AwardsbyKaydan.com)  
E-mail: [AwbyKaydan@aol.com](mailto:AwbyKaydan@aol.com)  
Contact: Kathy Iglehart

Founded in 1976, Awards By Kaydan has been an ESM Association member for almost 20 years. In addition to being a respected distributor of promotional products, we specialize in designing custom award programs for company and employee recognition.

### Braun (Oral B, Duracell, Gillette)

Prudential Tower Bldg., 38<sup>th</sup> Fl.  
Boston, MA 02199  
800-BRAUN-22 x77080  
FAX: 617-421-7868  
Website: [www.replinkonline.com/replink/External/BRAUN/esm/New/braun\\_results.asp](http://www.replinkonline.com/replink/External/BRAUN/esm/New/braun_results.asp)  
E-mail: [Tim\\_Williams@gillette.com](mailto:Tim_Williams@gillette.com)  
Contact: Tim Williams

Gillette is a world leader in select male and female grooming products (razors and shaving preparations), alkaline batteries (Duracell), oral care appliances (Oral B-Braun), and Thermoscan Ear Thermometer.

### Bulova Corp.

One Bulova Ave.  
Woodside, NY 11377-7874  
718-204-3331  
FAX: 718-204-3593  
Website: [www.bulova.com](http://www.bulova.com)  
E-mail: [specialmarket@bulova.com](mailto:specialmarket@bulova.com)  
Contact: Spencer Toomey

Reward dedication and hard work with quality timepieces by Bulova—an American company celebrating its 128<sup>th</sup> anniversary. How-to guides are available to assist you in program planning.

### BZ Marketing

701 S. 6<sup>th</sup> St.  
Philadelphia, PA 19147  
215-574-0214  
FAX: 215-574-0247  
Website: [www.bzmarketing.com](http://www.bzmarketing.com)  
E-mail: [edwinbuzan@aol.com](mailto:edwinbuzan@aol.com)  
Contact: Edwin Buzan

BZ Marketing offers products that support employee stores and provide alternatives for incentive and gift items including brand-name watches, embroidered clothing, Light Emitting Diode (LED) pens, fleece throws, flag blankets,

personal business organizers, calculators, board and electronic games for adults and children, tools, sunglasses, and clutch bags for women. Many items are available with logos.

### Collette Vacations

180 Middle St.  
Pawtucket, RI 02860  
800-793-6133  
401-728-3805  
FAX: 401-727-1000  
Website: [www.collettevacations.com](http://www.collettevacations.com)  
E-mail: [mdaly@collettevacations.com](mailto:mdaly@collettevacations.com)  
Contact: Michael Daly

Travel benefits are the number-one requested employee program. We have the solution—a travel program with Collette Vacations. Take advantage of our 84 years of travel expertise. We offer independent and escorted destinations around the world—and it's easy, turnkey and profitable.

### Corporate Shopping Co.

168 Madison Ave., 4<sup>th</sup> Fl.  
New York, NY 10016  
212-725-8989  
FAX: 212-725-8878  
E-mail: [cjohnson@cypressco.com](mailto:cjohnson@cypressco.com)  
Contact: Clint Johnson

Corporate Shopping Co. distributes Swiss Army products, and other elite brands, at special prices to employees of partner companies.

### Crown Marketing Group

17755 U.S. Hwy. 19 N.  
Clearwater, FL 33764  
800-847-2340  
FAX: 727-532-3779  
Website: [www.CrownMarketing.com](http://www.CrownMarketing.com)  
E-mail: [jdinicola@CrownMarketing.com](mailto:jdinicola@CrownMarketing.com)  
Contact: Joseph DiNicola

Crown Marketing Group, a vacation incentives industry leader, offers affordable promotions to generate leads and increase sales. More effective than merchandise awards or discounts, our vacation incentives include Hyatt, Marriott, Hilton, and other fine hotels in the most popular destinations.

### eBags

6060 Greenwood Plaza Blvd.  
Greenwood Village, CO 80111  
303-967-2201  
FAX: 303-694-9491  
E-mail: [eds@ebags.com](mailto:eds@ebags.com)  
Contact: Ed Stinson

eBags offers the lowest prices on volume bag orders from manufacturers such as Samsonite, Travelpro and Jansport.



**Fannie May/Fanny Farmer Candies**

1137 W. Jackson Blvd.  
Chicago, IL 60607-2905  
312-243-2700 x3401  
FAX: 888-599-3629  
Website: [www.fanniemaycandies.com](http://www.fanniemaycandies.com)  
E-mail: [gpercival@archibaldcandy.com](mailto:gpercival@archibaldcandy.com)  
Contact: Greg Percival

Fannie May/Fanny Farmer Candies is the perfect gift for holidays, birthdays, client gifts, employee incentives, fundraising, or any special occasion.

**Flowers U.S.A.**

40 Main St.  
Centerbrook, CT 06409  
800-225-3232  
860-767-4500  
FAX: 860-767-5352  
Website: [www.flowersusa.com/esm](http://www.flowersusa.com/esm)  
E-mail: [toddb@flowersusa.com](mailto:toddb@flowersusa.com)  
Contact: Todd Baldassaro

Receive a 20 percent discount on all floral and gift deliveries nationwide by calling Flowers U.S.A.'s 800 number or order online 24 hours a day, seven days a week. Simply identify yourself as an ESM Association member and mention special discount code 277 to receive your savings.

**GiftVantage/FloraGift.com**

2700 Roberts Ave.  
Philadelphia, PA 19129  
215-842-3790  
FAX: 215-842-3922  
Website: [www.floragift.com](http://www.floragift.com)  
E-mail: [tom@floragift.com](mailto:tom@floragift.com)  
Contact: Tom Coffey

GiftVantage.com and FloraGift.com are leading business-to-business floral and corporate gift websites. They develop customized programs for ESM Association member corporations featuring discounts for employees and revenue sharing for the employee association.

**K•B Toys**

100 West St.  
Pittsfield, MA 01201  
888-443-8366  
FAX: 413-496-3616  
Website: [www.kbtoys.com](http://www.kbtoys.com)  
E-mail: [corpsales@kbtoys.com](mailto:corpsales@kbtoys.com)  
Contact: John Reilly

K•B Toys has the hottest selection of toys, games, video hardware and computer software for children and adults alike. The K•B Toys Gift Card is redeemable at over 1,300 friendly locations in all 50 states, Puerto Rico and Guam. Plus, the K•B Toys Gift Card is also redeemable online—

where you will find collectible items, educational toys, video tapes, and a number of other items not found in K•B Toy stores. To find the store nearest you, call 877-552-8697.

**L.L. Bean Corporate Sales**

15 Casco St., Upham Bldg.  
Freeport, ME 04033  
207-552-4419  
FAX: 800-243-4994  
Website: [www.llbean.com/corporatesales](http://www.llbean.com/corporatesales)  
E-mail: [gschmidt@llbean.com](mailto:gschmidt@llbean.com)  
Contact: George Schmidt

L.L. Bean Corporate Sales offers a wide range of possibilities for recognition awards and corporate gifts. Our selection includes casual and active apparel, sporting goods and gift certificates.

**Loews Cineplex Entertainment Special Products Group**

607 Boylston St.  
Boston, MA 02116-3604  
800-576-7849  
FAX: 617-425-5177  
Website: [www.enjoytheshow.com](http://www.enjoytheshow.com)  
E-mail: [Tara\\_Franchi@loewscpx.com](mailto:Tara_Franchi@loewscpx.com)  
Contact: Tara Franchi

Loews Cineplex Entertainment Special Products Group represents the discount ticket and gift certificate programs of your favorite entertainment destinations: Loews Theatres, Cineplex Odeon Theatres, Sony Theatres, Sony Imax Theatres, Loews Cineplex Imax Theatres, Star Theatres, and Magic Johnson Theatres. Our programs can be used as corporate incentives, staff benefits, marketing promotions, or for resale at your employee store. With a savings of over 30 percent off the box office price, our discount tickets and gift certificates are out of this world.

**Men's Wearhouse**

40650 Encyclopedia Cir.  
Fremont, CA 94538  
510-657-9821 x8710  
FAX: 760-436-5646  
Website: [www.menswearhouse.com](http://www.menswearhouse.com)  
E-mail: [fsstern@tmw.com](mailto:fsstern@tmw.com)  
Contact: Frank Stern

Men's Wearhouse introduces our Corporate Sales Division. From golf shirts to outerwear, caps to bags, Men's Wearhouse treats your logo as if it were our own. Ask about our VIP Program.

**Personal Best Publications**

420 5<sup>th</sup> Ave. S.  
Edmonds, WA 98020  
800-888-7853  
FAX: 425-775-8250



Website: [www.personalbest.com](http://www.personalbest.com)  
E-mail: [info@personalbest.com](mailto:info@personalbest.com)  
Contact: Julie Downs

Motivate your employees to live safer, healthier lives. Our proven publications are full of practical tips employees can use to make positive lifestyle changes—saving you money in healthcare costs, Workers' Compensation claims and lost productivity. Our 2003 Heart Smart for Life calendar is a great tool for health fairs, open enrollment, incentive or recognition programs.

#### **Regal Entertainment Group**

**(United Artists Theatres, Regal Cinemas, Edwards Cinemas)**

9110 E. Nichols Ave., Ste. 200  
Englewood, CO 80112-3451  
800-784-8477  
303-792-8773  
FAX: 303-792-8666  
Website: [www.UATC.com](http://www.UATC.com)  
E-mail: [jdunn@uatc.com](mailto:jdunn@uatc.com)  
Contact: Joanne Dunn

Regal Entertainment Group offers discount movie tickets and gift certificate programs for United Artists Theatres, Regal Cinemas and Edwards Cinemas. We offer an innovative, economical way to treat your employees to top box office hits priced substantially below box office prices. Tickets can be resold to employees or given as gifts, prizes or rewards. Valid at United Artists, Regal and Edwards theatres nationwide.

#### **ServiceMaster Home Service Center**

2500 Warrenville Rd.  
Downers Grove, IL 60515  
630-271-2192  
FAX: 630-271-5940  
Website: <http://promo.servicemaster.com/esm/esmprogram.html>  
E-mail: [rorysmith@wsh.com](mailto:rorysmith@wsh.com)  
Contact: Rory Smith

ServiceMaster Home Service Center offers ESM Association members the National Home Services Gift Certificate including 10 leading home services—such as Merry Maids, TruGreen ChemLawn, Terminix—all on a single gift certificate. Give your employees a break—they deserve it. ESM Association members receive a five percent discount for qualifying orders.

#### **Successories**

2520 Diehl Rd.  
Aurora, IL 60504  
800-621-1423 x5407  
FAX: 630-820-3381  
Website: [www.successories.com](http://www.successories.com)  
E-mail: [strannel@successories.com](mailto:strannel@successories.com)  
Contact: Stephanie Trannel

ESM Association members save 10 percent on all merchandise from Successories—the premier source for employee motivation and recognition. Find everything you need for a motivated workforce including employee recognition products, meeting supplies, teambuilding tools, and inspiring gifts.

#### **Totally Chocolate**

1855 Pipeline Rd.  
Blaine, WA 98230  
800-255-5506  
FAX: 360-332-1802  
Website: [www.totallychocolate.com](http://www.totallychocolate.com)  
E-mail: [sales@totallychocolate.com](mailto:sales@totallychocolate.com)  
Contact: Nancy Blair

Totally Chocolate pioneered engraved chocolate. Our patented engraving method delivers any logo, illustration or message with absolute precision. Design your own item or choose from our large selection of recognition and thank you gifts.

## ***Employee Store Merchandise/Clothing***

#### **BoomBuy, Inc.**

3 Harbor Dr., #204  
Sausalito, CA 94965  
415-339-8870  
FAX: 415-332-2877  
Website: [www.Boombuy.com](http://www.Boombuy.com)  
E-mail: [nicole.needham@Boombuy.com](mailto:nicole.needham@Boombuy.com)  
Contact: Nicole Needham

Boombuy, Inc. purchases top-quality branded merchandise and sells it at a substantial discount to employees through contractual relationships with *Fortune* 500 companies.

#### **BZ Marketing**

701 S. 6<sup>th</sup> St.  
Philadelphia, PA 19147  
215-574-0214  
FAX: 215-574-0247  
Website: [www.bzmarketing.com](http://www.bzmarketing.com)  
E-mail: [edwinbuzan@aol.com](mailto:edwinbuzan@aol.com)  
Contact: Edwin Buzan

BZ Marketing offers products that support employee stores and provide alternatives for incentive and gift items including brand-name watches, embroidered clothing, Light Emitting Diode (LED) pens, fleece throws, flag blankets, personal business organizers, calculators, board and electronic games for adults and children, tools, sunglasses, and clutch bags for women. Many items are available with logos.



**Cherry Hill Furniture & Interiors**

Furnitureland Station  
P.O. Box 7405  
High Point, NC 27264  
800-328-0933  
FAX: 507-433-9036  
E-mail: donnab@robbinsfurniture.com  
Contact: Donna Blair

With 68 years experience, Cherry Hill Furniture & Interiors offers discounts of up to 65 percent off furniture direct from North Carolina's furniture capital. Choose from 500 elegant brands of furniture. Nationwide delivery is available.

**Farash & Robbins, Inc.**

40 Ruta Ct.  
South Hackensack, NJ 07606  
800-486-4865  
201-807-1990  
FAX: 201-807-0666  
E-mail: hq@timedge.com  
Contact: James Lopez

America's best watch program features famous, national-brand Quartz watches. All watches are packed in units of 25, 36 or 50 in their own presentation boxes with factory warranties included.

**Gillette (Braun, Oral B, Duracell)**

Prudential Tower Bldg., 38<sup>th</sup> Fl.  
Boston, MA 02199  
800-BRAUN-22 x77080  
617-421-7868  
Website: [www.replinkonline.com/replink/External/BRAUN/esm/New/braun\\_results.asp](http://www.replinkonline.com/replink/External/BRAUN/esm/New/braun_results.asp)  
E-mail: Tim\_Williams@gillette.com  
Contact: Tim Williams

Gillette is a world leader in select male and female grooming products (razors and shaving preparations), alkaline batteries (Duracell), oral care appliances (Oral B-Braun), and Thermoscan Ear Thermometer.

**HoneyBaked Ham Company (The)**

11935 Mason Rd.  
Cincinnati, OH 45249  
513-583-9700  
FAX: 513-583-4190  
Contact: William Donnelly

Family-owned and operated, HoneyBaked Ham Co. sells fully-cooked, bone-in, spiral-sliced gourmet hams and other quality meat products, HoneyBaked brand condiments, deli items, and party trays.

**Jordan Worldwide**

1415 Rte. 70 E., LL8  
Cherry Hill, NJ 08003  
856-354-8644

FAX: 856-354-8643  
Website: [www.jordanworldwide.com](http://www.jordanworldwide.com)  
E-mail: [aberman@jordanworldwide.com](mailto:aberman@jordanworldwide.com)  
Contact: Adam Berman

Jordan Worldwide is a full-line distributor to employee stores. We are sole distributors of Armitron (Looney Tunes), Beverly Hills Polo and Disney watches, as well as other name brands and first-quality lines. Jordan Worldwide specializes in quality name brands and logo merchandise at prices below wholesale.

**Men's Wearhouse**

40650 Encyclopedia Cir.  
Fremont, CA 94538  
510-657-9821 x8710  
FAX: 760-436-5646  
Website: [www.menswearhouse.com](http://www.menswearhouse.com)  
E-mail: [fsstern@tmw.com](mailto:fsstern@tmw.com)  
Contact: Frank Stern

Men's Wearhouse introduces our Corporate Sales Division. From golf shirts to outerwear, caps to bags, Men's Wearhouse treats your logo as if it were our own. Ask about our VIP Program.

**Motorola, Inc.**

600 N. U.S. Hwy. 45  
Libertyville, IL 60048  
847-523-0478  
FAX: 847-523-0560  
E-mail: [Ric.Blackwell@Motorola.com](mailto:Ric.Blackwell@Motorola.com)  
Contact: Ric Blackwell

With the Motorola Ambassador Partner Program (MAPP), employees enjoy special discounts on innovative Motorola devices such as cellular phones without service plan obligations, rugged and durable two-way radios, high-speed broadband products, and accessories that enhance communications.

**Motorola, Inc.**

600 N. U.S. Hwy. 45, Rm. AS-342  
Libertyville, IL 60048  
847-523-0970  
FAX: 847-523-0560  
E-mail: [James.Ferber@motorola.com](mailto:James.Ferber@motorola.com)  
Contact: Jim Ferber

Motorola, Inc. offers online employee discounts on consumer products including cellular phones, two-way radios, accessories, and home networking products such as cable modems.

**Motorola, Inc.**

600 N. U.S. Hwy. 45, Rm. AS-342  
Libertyville, IL 60048  
847-523-0979



FAX: 847-523-0560  
E-mail: Jose.Nava@Motorola.com  
Contact: Jose Nava

Online employee discounts on Motorola's consumer products. This includes cellular phones, two-way radios, accessories and home networking products such as cable modems.

#### **National Distributors**

5921 Baum Blvd.  
Pittsburgh, PA 15206  
800-247-4514  
412-361-7577  
FAX: 800-583-3214  
Website: [www.nationaldistributors.com](http://www.nationaldistributors.com)  
E-mail: [natidist@ad.com](mailto:natidist@ad.com)  
Contact: Martin Mallit

National Distributors is a wholesale distributor of merchandise perfect for any employee store. We can supply your store with health and beauty products (specializing in travel sizes), over-the-counter medicines, hosiery, stationery, cameras, film, candy, cosmetics, gifts, fragrances, and much more. Call for our wholesale catalog today.

#### **See's Candies**

3423 S. LaCienega Blvd.  
Los Angeles, CA 90016-4401  
310-287-4617  
FAX: 310-842-4430  
Website: [www.sees.com](http://www.sees.com)  
E-mail: [cmataraza@sees.com](mailto:cmataraza@sees.com)  
Contact: Carolyn Mataraza

See's Candies offers fresh, quality boxed chocolates and candies available at significant discounts for employee group and association purchases, employee stores, corporate gifts and incentives, and employee association fundraising. Gift certificates and many items are available year round. Holiday specialty items are available for Valentine's Day, Easter, Christmas, and more.

#### **Selling Edge, Inc.**

316 Broad St.  
Red Bank, NJ 07701  
732-747-0300  
FAX: 732-747-3233  
E-mail: [tkearns@sellingedge.com](mailto:tkearns@sellingedge.com)  
Contact: Tom Kearns

Selling Edge, Inc. provides promotional merchandise for picnics, Take Your Daughter To Work® Day, holiday parties, blood drives, special events, meetings, company stores, and much more. We feature both imprinted and nonprinted items. Name brand and designer merchandise is also available.

#### **ServiceMaster Home Service Center**

2500 Warrenville Rd.  
Downers Grove, IL 60515  
630-271-2192  
FAX: 630-271-5940  
Website: <http://promo.servicemaster.com/esm/esmprogram.html>  
E-mail: [rorysmith@wsh.com](mailto:rorysmith@wsh.com)  
Contact: Rory Smith

ServiceMaster Home Service Center offers ESM Association members the National Home Services Gift Certificate including 10 leading home services—such as Merry Maids, TruGreen ChemLawn, Terminix—all on a single gift certificate. Give your employees a break—they deserve it. ESM Association members receive a five percent discount for qualifying orders.

#### **Showcase Collections**

5007 Pacific Hwy. E., Ste. 12  
Fife, WA 98424  
253-896-5297  
FAX: 253-896-5306  
E-mail: [scollections@Qwest.net](mailto:scollections@Qwest.net)  
Contact: Lori Sweet

Showcase Collections provides ESM Association members with creative fundraising merchandise such as leather briefcases, wallets and handbags. For example, leather jackets are priced up to 50 percent off the suggested retail price and men's wallets, valued at \$40, are only \$12.

#### **Sports Ideas, Inc.**

400 Georgetown Dr.  
Richardson, TX 75081  
972-231-0548  
FAX: 972-238-7188  
Website: [www.teeshaker.com](http://www.teeshaker.com)  
E-mail: [sportsideas@attbi.com](mailto:sportsideas@attbi.com)  
Contact: Ronnie Covington

Sports Ideas, Inc. offers the Tee Shaker—a golf tee dispenser that holds up to 18 tees and attaches to a golf bag. The tees load in the top and dispense from the bottom of the Tee Shaker, thus eliminating the need to search your pocket or bag for a tee. The Tee Shaker can be personalized with your corporate or special event logo.

#### **The Magic Bag, Inc.**

P.O. Box 3636  
Chatsworth, CA 91313  
888-546-4321  
818-407-1903  
FAX: 818-718-0823  
Website: [www.LGOonline.com](http://www.LGOonline.com),  
[www.myemployeeestore.com](http://www.myemployeeestore.com)  
E-mail: [dadmanal@aol.com](mailto:dadmanal@aol.com)  
Contact: Allen Lottman



The Magic Bag, Inc., formerly Let's Get Organized, manufactures The Magic Bag. This expandable wallet bag comes in two styles—a backpack or tote bag. Print your company logo on these incredible bags. Leather accessories are also available on our websites. We always offer at least 10 percent off all accessories.

#### ***U.S. News & World Report***

450 W. 33<sup>rd</sup> St.  
New York, NY 10001  
212-916-8707  
FAX: 212-716-6969  
Website: [www.usnews.com](http://www.usnews.com)  
E-mail: [emartin@usnews.com](mailto:emartin@usnews.com)  
Contact: Erin Martin

*U.S. News & World Report* provides products that attract and retain the best talent with educational, financial, career development, and enrichment tools including discounted subscriptions, guidebooks, multimedia programs, and a host of other tools you can use.

## ***Family Entertainment/Attractions***

#### **Anheuser-Busch Adventure Parks**

2192 Martin St., Ste. 270  
Irvine, CA 92612  
949-223-8770  
FAX: 949-223-8777  
Website: [www.adventureclubonline.com](http://www.adventureclubonline.com)  
E-mail: [chelle.rupp@seaworld.com](mailto:chelle.rupp@seaworld.com)  
Contact: Chelle Rupp

The new Adventure Club website is packed with inside information about the award-winning Anheuser-Busch Adventure Parks. Share the benefits of the Adventure Club with your employees. If your company has 100 employees or more, check out the Adventure Club website to find out more about our complimentary corporate membership. Having fun just got easier with Adventure Club Online.

#### **Brunswick Recreation Centers/Brunswick Zone**

1 N. Field Ct.  
Lake Forest, IL 60045-4811  
847-735-4587  
FAX: 847-735-4503  
Website: [www.brunswickbowling.com](http://www.brunswickbowling.com)  
E-mail: [sue\\_schory@brunbowl.com](mailto:sue_schory@brunbowl.com)  
Contact: Sue Schory

Brunswick, one of the largest chain operators of family bowling and recreation centers in North America.

#### **Clear Channel Entertainment—Broadway and Off-Broadway Shows**

220 W. 42nd St., 13<sup>th</sup> Fl.  
New York, NY 10036  
866-580-2144 (Toll free)  
FAX: 917-421-5437  
Website: [www.BroadwayAcrossAmerica.com](http://www.BroadwayAcrossAmerica.com)  
E-mail: [KarenFina@clearchannel.com](mailto:KarenFina@clearchannel.com)  
Contact: Karen Fina

Clear Channel Entertainment—Broadway and Off-Broadway Shows is the “clear” choice for all of your Broadway and Off-Broadway theater needs in New York. We provide tickets to many shows at a discounted rate for groups of 20 or more. For some shows, groups of 10-15 can also be accommodated.

#### **Clear Channel Entertainment—Concerts, Family Shows, Motor Sports**

2000 W. Loop S., Ste. 1300  
Houston, TX 77027  
713-693-2995  
FAX: 713-693-2920  
Website: [www.cc.com](http://www.cc.com)  
E-mail: [michaeljohnson@clearchannel.com](mailto:michaeljohnson@clearchannel.com)  
Contact: Michael Johnson

Offer your employees priority and discount tickets to the most popular concerts, the best in family entertainment and thrilling motor sports events with Clear Channel Entertainment—Concerts, Family Shows, Motor Sports. Our website conveniently manages these offers for you online.

#### **Clear Channel Entertainment—Touring Broadway Shows**

2000 W. Loop S., Ste. 1300  
Houston, TX 77027  
713-693-8393  
FAX: 713-693-2920  
Website: [www.BroadwayAcrossAmerica.com](http://www.BroadwayAcrossAmerica.com)  
E-mail: [calperry@clearchannel.com](mailto:calperry@clearchannel.com)  
Contact: Cal Perry

Clear Channel Entertainment—Touring Broadway Shows offers your employees priority and discount tickets to spectacular touring Broadway shows in more than 55 cities across North America. Manage offers through our website, reducing the time and labor required to fulfill orders.

#### **Disneyland Park Event Sales**

1150 Magic Way DRC, 3<sup>rd</sup> Fl.  
Anaheim, CA 92802  
714-956-6858  
FAX: 714-956-6864  
E-mail: [lorie.mendoza@disney.com](mailto:lorie.mendoza@disney.com)  
Contact: Lorie Mendoza



**Feld Entertainment, Inc.**

650 N. Dearborn, Ste. 400  
Chicago, IL 60610  
312-475-0060 x221  
FAX: 312-475-0061  
E-mail: fklaus@feldinc.com  
Contact: Frank Klaus

Feld Entertainment, Inc. makes dreams come true for more than six million families each year. Come see our innovative, world-class productions in your hometown: Ringling Bros. and Barnum & Bailey and Disney on Ice.

**Golden Getaways, Inc.**

4699 Harrison Blvd., Ste. 301  
Ogden, UT 84403  
801-476-7474  
FAX: 801-476-7575  
Website: [www.goldengetaways.com](http://www.goldengetaways.com)  
E-mail: [tripmkr@goldengetaways.com](mailto:tripmkr@goldengetaways.com)  
Contact: Greg Fitzgerald

Golden Getaways, Inc. provides vacation packages for companies and their employees and families. There is no cost to the employer or employees to join. These vacations are priced far below travel agency prices. Travel to Hawaii, cruises, Disneyland, Disney World, San Diego, and Las Vegas. Call today.

**Legoland California**

One Legoland Dr.  
Carlsbad, CA 92008-4610  
760-918-5300  
FAX: 760-603-0032  
E-mail: [colin.ross@america.lego.com](mailto:colin.ross@america.lego.com)  
Contact: Colin Ross

Legoland California, located 30 minutes north of San Diego, offers families the ultimate shared experience, with a full day of Lego attractions, rides and hands-on play areas.

**Pirate's Dinner Adventure**

6400 Carrier Dr.  
Orlando, FL 32819  
407-248-0590  
FAX: 407-248-0507  
Website: [www.piratesdinneradventure.com](http://www.piratesdinneradventure.com)  
E-mail: [keithc@piratesdinneradventure.com](mailto:keithc@piratesdinneradventure.com)  
Contact: Keith Charlton

Pirate's Dinner Adventure is the world's largest pirate dinner show. This Broadway-style musical event includes spectacular stunts and special effects. Over 100 audience members participate in the show every night. For a printable coupon for your employees to use on the web, go to: <http://www.piratesdinneradventure.com/esmdiscount>.

**Richard Petty Driving Experience**

P.O. Box 10043  
Lake Buena Vista, FL 32830  
407-939-0130  
FAX: 407-939-0137  
Website: [www.1800bepetty.com](http://www.1800bepetty.com)  
E-mail: [mparham@1800bepetty.com](mailto:mparham@1800bepetty.com)  
Contact: Melanie Parham

Experience the heart-pounding, high-speed, fast-action adventure of driving or riding in a 630 horsepower race car at speeds of up to 145 mph at the Richard Petty Driving Experience. Located at the Walt Disney World Speedway, we offer a 10 percent discount to ESM Association members. Come experience the real-life adventure made famous by racing legend Richard Petty.

**San Diego Zoo/San Diego Wild Animal Park**

3252 5<sup>th</sup> Ave., 2nd Fl.  
San Diego, CA 92103-5715  
619-718-3000  
FAX: 619-718-3021  
Website: [www.sandiegozoo.org](http://www.sandiegozoo.org)  
E-mail: [mantista@sandiegozoo.org](mailto:mantista@sandiegozoo.org)  
Contact: Mary Lou Antista-Suba

At the San Diego Zoo and San Diego Wild Animal Park, the Zoofari Club Card program offers employees a greater savings on year-round admission purchases. The program is free to companies with 100 employees or more. Other programs available include company picnics at both facilities, special tours and group outings that appeal to all ages.

**Six Flags Theme Parks & Hotels**

647 Camino de los Mares, Ste. 108-177  
San Clemente, CA 92673  
949-661-8517  
FAX: 949-661-8516  
E-mail: [randythomas@earthlink.net](mailto:randythomas@earthlink.net)  
Contact: Randy Thomas

Six Flags Theme Parks & Hotels currently has hotels in the U.S. and amusement and water parks throughout the U.S., Europe and Mexico. Most parks offer ESM Association members programs that include picnics, consignment tickets and V.I.P. Club discount cards.

**Songer Whitewater, Inc.**

P.O. Box 300  
Fayetteville, WV 25840-0300  
304-658-9926  
FAX: 304-658-9952  
Website: [www.songerwhitewater.com](http://www.songerwhitewater.com)  
E-mail: [raft@songerwhitewater.com](mailto:raft@songerwhitewater.com)  
Contact: Len Hanger

Songer Whitewater, Inc. offers exciting whitewater rafting adventures in West Virginia. Choose from one- or two-day trips on the New and Gauley Rivers—America's best



whitewater. Whitewater rafting is a great motivator or reward for your employees. ESM Association members receive a 15 percent discount on select trips.

#### **Universal Orlando® Resort**

1000 Universal Studios Plz.  
Orlando, FL 32819-7610  
866-886-5027 x2  
FAX: 407-224-6602  
Website: [www.universalorlando.com](http://www.universalorlando.com)  
E-mail: [heidi.ferdinand@universalorlando.com](mailto:heidi.ferdinand@universalorlando.com)  
Contact: Heidi Ferdinand

The Universal Studios Florida Fan Club is a free program featuring special discounts on admission for families and guests. Universal Orlando also offers specially-priced corporate tickets to be sold on consignment to your employees and their families. Call for pricing information.

#### **Universal Studios Hollywood**

100 Universal City Plaza Bldg. 5511-5  
Universal City, CA 91608  
818-622-3176  
FAX: 818-622-9150  
E-mail: [kim.weedmark@unistudios.com](mailto:kim.weedmark@unistudios.com)  
Contact: Kim Weedmark

Everything that happens in the movies happens to you! Universal Studios Hollywood—where Hollywood and you come alive.

#### **Wild Vacations in California**

6244 Ferris Sq.  
San Diego, CA 92121  
858-558-6890  
FAX: 858-558-6903  
Website: [www.wildvacationsca.com](http://www.wildvacationsca.com)  
E-mail: [jflowers@co-opportunities.com](mailto:jflowers@co-opportunities.com)  
Contact: Jeff Flowers

Wild Vacations in California is a discount entertainment and travel program exclusively for employee groups. Wild Vacations is sponsored by the California Division of Tourism and California's leading hotels and attractions. This year-round program is completely free and is now available online.

#### **Wildwater Expeditions Unlimited, Inc.**

P.O. Box 155  
Lansing, WV 25862  
800-982-7238  
304-658-4007  
FAX: 304-658-4007  
Website: [www.wvaraft.com](http://www.wvaraft.com)  
E-mail: [wvaraft@wvaraft.com](mailto:wvaraft@wvaraft.com)  
Contact: K. Christopher Dragan

Wildwater Expeditions Unlimited, Inc., West Virginia's first licensed outfitter (estab. 1968), has first-class outdoor rafting and/or climbing adventures that make superior company outings or family vacations. Single- and multi-day rafting trips range from soft to extreme adventure. Rock climbing/rappelling clinics are among the additional activities that can be added to your adventure itinerary. ESM Association members and their employees will receive discounts of up to 20 percent. Call today to arrange plans. Free team-building video available.

#### **Wisconsin Dells Passport-To-Savings Program**

560 Wisconsin Dells Pkwy.  
Wisconsin Dells, WI 53965-0065  
608-254-2525  
FAX: 608-254-6103  
Website: [www.passporttosavings.com](http://www.passporttosavings.com)  
E-mail: [save@passporttosavings.com](mailto:save@passporttosavings.com)  
Contact: Kristi Meister

Your employees will save up to 35 percent on the area's most popular attractions—the more you see, the more you save. Call or fax for further details on this free promotion.

## **Hotels/Resorts**

### **Multi-Location**

#### **Best Western Int'l., Inc.**

6201 N. 24<sup>th</sup> Pkwy.  
Phoenix, AZ 85016-2023  
800-528-1234  
602-957-5770  
FAX: 602-957-5643  
Website: [www.bestwestern.com](http://www.bestwestern.com)  
E-mail: [valerie.amstutz@bestwestern.com](mailto:valerie.amstutz@bestwestern.com)  
Contact: Valerie Amstutz

Best Western Int'l., Inc. is the world's largest hotel chain with over 4,000 hotels in more than 80 countries. We've recently introduced Best Request™—our newest worldwide standard for service and amenities. At participating Best Western locations worldwide, ESM Association members receive savings of up to 20 percent. Contact us for information.

#### **Cendant Corp.—ESM Assn. Hotel Savings Program**

825 E. Roosevelt Rd.  
Lombard, IL 60148  
630-424-9500  
FAX: 630-424-9507  
E-mail: [sarah.o'brien@cendant.com](mailto:sarah.o'brien@cendant.com)  
Contact: Sarah O'Brien

Cendant Corp. is the parent company of AmeriHost (800-996-2087), Days Inn (800-268-2195), Howard Johnson (800-769-0939), Knights Inn (800-682-1071), Ramada (800-462-8035), Travelodge (800-545-5545), Villager (888-821-5779), and Wingate Inn (877-202-8814) hotels. The



Member Benefits Program offers ESM Association members a 15-30 percent discount off regular rates at over 4,000 participating hotels. Mention I.D. number 20646 when making reservations. Advanced reservations are required and blackout dates may apply. Call today, save today.

#### **Choice Hotels Int'l.**

10750 Columbia Pike  
Silver Spring, MD 20901-4427  
800-258-2847  
301-592-5196  
FAX: 301-592-6192  
Website: [www.choicehotels.com/ires/en-US/html/Choice-ESM?clientid=SKq4HxRteSx](http://www.choicehotels.com/ires/en-US/html/Choice-ESM?clientid=SKq4HxRteSx)  
E-mail: [mary\\_sarkis@choicehotels.com](mailto:mary_sarkis@choicehotels.com)  
Contact: Mary Sarkis

Choice Hotels Int'l. has over 5,000 hotels worldwide. ESM Association members receive a 15 percent discount at participating Comfort, Quality, Sleep Inn, Clarion, Mainstay Suites, Econo Lodge, and Rodeway Inns, Hotels and Suites. Advance reservations are required. A free continental breakfast is available at most locations. Kids 18 and under stay free. Use ID# 00044073 to receive a discount.

#### **Discover Resorts Int'l.**

7150 E. Camelback Rd., Ste. 195  
Scottsdale, AZ 85251  
877-934-7268 Reserv.  
480-421-6021 Direct  
FAX: 480-941-3900  
Website: [www.discoverresorts.com](http://www.discoverresorts.com)  
E-mail: [info@discoverresorts.com](mailto:info@discoverresorts.com)  
Contact: Tom Bogart

Discover Resorts Int'l. offers spacious vacation rentals in top beach, ski, golf, and international destinations. Fully furnished luxury private homes, large townhouses and charming condominiums are available in Arizona, Colorado, Florida, California, and the Caribbean. We offer great international furnished rentals in London, France and Ireland. ESM Association specials include a savings of 20 percent in Arizona, Colorado and Orlando.

#### **Discover Resorts Samana Bay Village Resort**

Samana Bay, Dominican Republic  
877-934-7268 Reserv.  
FAX: 480-941-3900  
E-mail: [info@discoverresorts.com](mailto:info@discoverresorts.com)  
Contact: Jim Kempski

The beautiful Dominican Republic welcomes guests with crystal clear waters and white-sand beaches. Amenities for the Discover Resorts Samana Bay Village Resort include an exquisite restaurant, swimming pool and 32 villas with private garden balconies. Outdoor activities include waterfalls, ecological excursions, national parks, whale watching (December-March), kayaking, windsurfing, and scuba diving. ESM Association members receive a 25 percent discount.

#### **Hostmark Hospitality Group**

1111 Plaza Dr., Ste. 200  
Schaumburg, IL 60173  
847-517-9100  
FAX: 847-517-9797  
Website: [www.hostmark.com](http://www.hostmark.com)  
E-mail: [pfeller@hostmark.com](mailto:pfeller@hostmark.com)  
Contact: Peggy Feller

Hostmark Hospitality Group manages over 40 hotels and resorts worldwide ranging from properties with shopping on the Magnificent Mile to resorts with marinas, stables, golf, and activities to limited facility properties near Disney in Orlando.

#### **Hotel Reservations Network**

12000 Biscayne Blvd., Ste. 400  
Miami, FL 33181  
800-964-6835  
305-892-6880  
FAX: 305-892-4443  
Website: [www.hotels.com](http://www.hotels.com)  
E-mail: [hotelres@hoteldiscount.com](mailto:hotelres@hoteldiscount.com)  
Contact: Robert Diener

Hotel Reservations Network offers ESM Association members discounts on hotel rates. Hotels are located in major cities including Boston; Chicago; London; Los Angeles; New York; Orlando; Paris; San Francisco; Washington, DC; Hawaii, and South Florida. Stay first class at economy rates. Call for details.

#### **La Quinta Inns, Inc.**

909 Hidden Ridge, Ste. 600  
Irving, TX 75038  
214-492-6722  
FAX: 214-492-6422  
E-mail: [amy.mays@laquinta.com](mailto:amy.mays@laquinta.com)  
Contact: Amy Mays

Enjoy the special ESM Association rate of 10 percent off corporate rates at over 330 La Quinta Inn and La Quinta Inn & Suites locations. La Quinta offers contemporary guestrooms featuring coffeemakers, hair dryers, irons, and full-size ironing boards. Complimentary continental breakfast and free local calls are also offered.

#### **California**

##### **Bartell Hotels of San Diego**

4875 N. Harbor Dr.  
San Diego, CA 92106  
619-224-1556  
FAX: 619-224-2634  
Website: [www.bartellhotels.com](http://www.bartellhotels.com)  
E-mail: [martine@bartellhotels.com](mailto:martine@bartellhotels.com)  
Contact: Martine Tobin



Bartell Hotels of San Diego offers the following discounts: Pacific Terrace (up to 25 percent); Radisson La Jolla (25 percent); Humphrey's Half Moon Inn & Suites (25 percent); Island Palms Hotel & Marina (25 percent); Holiday Inn Bayside (20 percent); Dana Inn & Marina (20 percent); and Days Inn Hotel Circle (25 percent).

#### **Best Western Inn Suites Hotel**

7555 Beach Blvd.  
Buena Park, CA 90620  
714-522-7360  
FAX: 714-523-2883  
Website: [www.innsuites.com](http://www.innsuites.com)  
E-mail: [jbalthazar@innsuites.com](mailto:jbalthazar@innsuites.com)  
Contact: Judy Balthazar

This 176-suite hotel is minutes from Disneyland and just one block from Knott's Berry Farm. Guests can enjoy a free, full breakfast buffet and barbecues the first Wednesday of every month. All rooms include a microwave, refrigerator, hair dryer, coffee maker, and tea maker. Two-room family suites and hot tub suites are available.

#### **Best Western Stovall's Hotels of Anaheim**

1110 W. Katella Ave.  
Anaheim, CA 92802  
800-854-8175  
714-778-5220 x150  
FAX: 714-635-9827  
Website: [www.stovallshotels.com](http://www.stovallshotels.com)  
E-mail: [StovallsAnnesis@aol.com](mailto:StovallsAnnesis@aol.com)  
Contact: Giohanna Enverga

Best Western Stovall's Hotels of Anaheim offers four hotels surrounding the Disneyland Resort and are centrally located to most Southern California attractions. Check out our website and come stay with us. ESM Association members receive special rates.

### **Florida**

#### **AmeriHost at Maingate**

7491 W. Irlo Bronson Memorial Hwy.  
Kissimmee, FL 34747  
407-396-2895  
FAX: 407-396-9215  
Website: [www.maingateresort.com](http://www.maingateresort.com)  
E-mail: [dhymes@bellsouth.net](mailto:dhymes@bellsouth.net)  
Contact: Debbie Hymes

AmeriHost at Maingate is located one mile from Walt Disney World.

#### **Buena Vista Suites**

8203 World Center Dr.  
Orlando, FL 32821  
800-537-7737 Reserv.  
407-239-8588

FAX: 407-239-2395  
Website: [www.buenavistasuites.com](http://www.buenavistasuites.com)  
E-mail: [ebost@bvsuites.com](mailto:ebost@bvsuites.com)  
Contact: Elaine Bost

Looking for a treat for the whole family? Located one-and-a-half miles from Walt Disney World Resort and convenient to all major attractions, Buena Vista Suites is in the center of all there is to see and do in Orlando. Buena Vista Suites features 280 spacious two-room suites with a private bedroom and separate living room with a sofa bed. The suites can accommodate up to six people (max. four adults). Your suite includes an in-room coffee maker, refrigerator, microwave, wetbar, and two TVs. Enjoy a free, full American-breakfast buffet daily and free scheduled transportation to the Magic Kingdom, Epcot Center, Disney-MGM Studios, and Disney's Animal Kingdom.

#### **Buffalo Lodging Assoc.**

5605 Major Blvd.  
Orlando, FL 32819  
407-363-1333 x4009  
FAX: 407-363-4510  
E-mail: [LisaatSleepInn@juno.com](mailto:LisaatSleepInn@juno.com)  
Contact: Lisa Donovan

Buffalo Lodging Assoc. features four new Florida hotels conveniently located near Orlando's theme parks or the west coast beaches. We offer ESM Association members a \$49 rate at our Sleep Inn & Suites, a \$59 rate at our Comfort Suites and Hampton Inn, and a \$49/\$69 rate at our Fairfield Inn & Suites.

#### **Calypso Cay Resort—Amerisuites Lake Buena Vista South & Country Inn & Suites Orlando Maingate**

4991 Calypso Cay Way  
Kissimmee, FL 34746  
407-997-1304  
FAX: 407-997-1301  
Website: [www.amerisuitesorlando.com](http://www.amerisuitesorlando.com),  
[www.countryinnandsuitesorlando.com](http://www.countryinnandsuitesorlando.com)  
E-mail: [fgoldberg-calypsocay@cfl.rr.com](mailto:fgoldberg-calypsocay@cfl.rr.com)  
Contact: Faye Goldberg

Calypso Cay Resort is a brand new Caribbean-themed, 80-acre resort complex featuring rooms and suites. Amenities include complimentary continental breakfast, microwave, mini-refrigerator, coffeemaker, 18-hole miniature golf course and zero-depth entry pool with waterslide. Rooms and suites from \$59 per night. Rates based on availability. Not applicable for group bookings. Not valid during holidays and peak periods.

#### **Choice Hotels Int'l. State of Florida**

2555 9<sup>th</sup> St. N.  
Naples, FL 34103  
941-261-6046  
FAX: 941-261-6322  
E-mail: [jndnaples@aol.com](mailto:jndnaples@aol.com)  
Contact: Joseph Dinunzio



The Choice Hotels of Florida family, including Clarion, Comfort, Quality, Sleep, and Mainstay, offer choice accommodations at special ESM Association rates.

**Comfort Suites Resort Maingate East**

2775 Florida Plaza Blvd.  
Kissimmee, FL 34746  
888-784-8379  
407-397-7848  
FAX: 407-839-0402  
Website: [www.comfortsuitesfl.com](http://www.comfortsuitesfl.com)  
Contact: Tom Davis

Comfort Suites Resort Maingate East is an all-suite hotel just two miles from Walt Disney World.

**Crowne Plaza—Universal c/o Interstate Hotels**

7800 Universal Blvd.  
Orlando, FL 32819  
1-800-2Crowne Reserv.  
407-355-0550  
FAX: 407-355-0504  
E-mail: [jpatterson@crowneplazauniversal.com](mailto:jpatterson@crowneplazauniversal.com)  
Contact: Joanna Patterson-Rizkallah

Orlando's newest Crowne Plaza Hotel is located on Universal Blvd., minutes away from Universal Studios, SeaWorld and the Convention Center. Crowne Plaza offers 400 deluxe rooms and suites, a Conference Center with over 5,500 sq. ft. of meeting space, restaurant, lounge, fitness center, outdoor heated pool and whirlpool, and more.

**Doubletree Castle Hotel**

8629 International Dr.  
Orlando, FL 32819  
407-996-3116  
FAX: 407-248-8181  
Website: [www.doubletreecastlehotel.com](http://www.doubletreecastlehotel.com)  
E-mail: [gaih@grandthemehotels.com](mailto:gaih@grandthemehotels.com)  
Contact: Gail Hines

The 216-room Doubletree Castle Hotel is an upscale, themed hotel with the ambiance of a summer palace. Guests are greeted by towering spires, rooftop terraces, dancing fountains, and brilliant sculptures. Our mystically landscaped grounds, with a grand swimming pool, pool bar, hot tub, and two themed restaurants, create the feeling of a majestic castle courtyard. Ask for the Royal Passport rate.

**Holiday Inn Hotel & Suites Main Gate East**

5678 Irl Bronson Memorial Hwy.  
Kissimmee, FL 34746  
800-FON-KIDS  
407-396-4488  
FAX: 407-396-8915  
Website: [www.familyfunhotel.com](http://www.familyfunhotel.com)  
E-mail: [stephro3@aol.com](mailto:stephro3@aol.com)  
Contact: Stephanie Rossmann

Holiday Inn Hotel & Suites Main Gate East is your family fun resort, located three miles from Walt Disney World. All 614 rooms feature a microwave, coffee/tea maker and mini-refrigerator. Hotel facilities include heated pools and whirlpools, sand volleyball, and tennis and basketball courts. Kids always eat free. The ESM Association member discount starts at \$45.

**Holiday Isle Beach Resort & Marina**

84001 Overseas Hwy.  
Islamorada, FL 33036  
305-664-2321  
FAX: 305-664-4681  
Website: [www.holidayisle.com](http://www.holidayisle.com)  
Contact: Beverly Dillon

Holiday Isle Beach Resort & Marina, in the Upper Florida Keys, offers 180 rooms, eight restaurants, 12 lounges, water sports, diving, deep sea fishing, meeting facilities, and island weddings and receptions. Discounts Sunday through Thursday: 35 percent discount 4/23/02-12/15/02; 10 percent discount 12/16/02-4/22/03. Thirty-day advance reservations are required and based on availability.

**Homewood Suites c/o Interstate Hotels**

8745 International Dr.  
Orlando, FL 32819  
407-581-2271  
FAX: 407-355-0737  
E-mail: [ycabrera@homewoodsuitesorlando.com](mailto:ycabrera@homewoodsuitesorlando.com)  
Contact: Yazmin Cabrera

The Homewood Suites by Hilton is located in the heart of Orlando International Dr. The all-suite hotel has 252 fully-equipped one- and two-bedroom suites. Enjoy free breakfast, complimentary cocktail hour and free transportation to the four main attractions. Special rate for ESM Association members.

**Liki Tiki Resort**

2423 Sand Lake Rd., Ste. 100  
Orlando, FL 32746  
800-892-7523 x2078  
407-363-7475 x2078  
FAX: 407-206-4102  
Website: [www.floridavacationstation.com](http://www.floridavacationstation.com)  
E-mail: [jeff.morris@islandone.com](mailto:jeff.morris@islandone.com)  
Contact: Jeff Morris

Island One Resort is a premier collection of themed condominium accommodations with complete resort recreation—your island of luxurious family living amidst all the magical attractions of Central Florida.

**Outrigger Beach Resort**

6200 Estero Blvd.  
Ft. Myers Beach, FL 33931  
800-749-3131  
941-463-3131



FAX: 941-463-6577  
Website: [www.outriggerfmb.com](http://www.outriggerfmb.com)  
E-mail: [dos@outriggerfmb.com](mailto:dos@outriggerfmb.com)  
Contact: Jeanne Bigos

Outrigger Beach Resort is a family-friendly beachfront resort. Great fun and lots of sun, all served with a smile and up to 25 percent off for ESM Association members. Featuring full resort amenities, Outrigger Beach Resort is close to golf, fishing, shopping, and attractions. Call our 800 number for details.

#### **Quality Hotel on the Beach**

655 S Gulfview Blvd.  
Clearwater, FL 33767  
800-228-5151  
727-442-7171  
FAX: 727-442-7178  
Website: [www.qualitybeachresort.com](http://www.qualitybeachresort.com)  
E-mail: [oliverginez@aol.com](mailto:oliverginez@aol.com)  
Contact: Oliver Ginez

The Quality Hotel is a tropical full-service resort at the southern end of Clearwater Beach Island, with its own private beach overlooking Clearwater Pass and the Gulf of Mexico. All rooms include a refrigerator, microwave, ironing board, hair dryer, safe, cable including HBO, and complimentary coffee. Call our 800 number and mention Plan Code LESM to receive 20 percent off our published rates as low as \$79.20.

#### **Quality Suites Maingate East**

5876 W. Irlo Bronson Memorial Hwy.  
Kissimmee, FL 34746  
407-396-8040  
FAX: 407-997-4193  
E-mail: [jshreve@cw-hotels.com](mailto:jshreve@cw-hotels.com)  
Contact: John Shreve

Quality Suites Maingate East is a 225 all-suite resort-style property located less than two miles from Disney's Maingate. Enjoy spacious one-bedroom and two-bedroom/two-bath suites with living room, full kitchenette, dining area, and convertible sofas that sleep up to 10 persons. Amenities include free continental breakfast, manager's reception and a Disney shuttle.

#### **Radisson Resort Parkway**

2900 Parkway Blvd.  
Kissimmee, FL 34747  
800-634-4774  
407-396-7000 x1251  
FAX: 407-396-0097  
Website: [www.radissonparkway.com](http://www.radissonparkway.com)  
E-mail: [Eherndon@radissonparkway.com](mailto:Eherndon@radissonparkway.com)  
Contact: Elizabeth Herndon

The Radisson Resort Parkway is located just one-and-a-half miles from Walt Disney World. This resort has two pools, including one with a waterfall/waterslide. Other features include a restaurant, lounge, deli, fitness center,

snack bar, children-eat-free program, free scheduled transportation to major attractions, laundry facilities, Pizza Hut, and tropical gardens.

#### **Renaissance WorldGate Hotel**

3011 Maingate Ln.  
Kissimmee, FL 34747  
407-396-1400  
FAX: 407-396-1171  
Website: [www.renaissanceworldgate.com](http://www.renaissanceworldgate.com)  
E-mail: [Lisak@renaissanceworldgate.com](mailto:Lisak@renaissanceworldgate.com)  
Contact: Lisa Klein

The Renaissance WorldGate Hotel in Orlando is located one mile from Disney World. Free shuttle service is available to the Disney attractions. Each room has a refrigerator, coffee maker, iron and ironing board and hair dryer. A full-service restaurant, deli and lounge are located in the hotel, as well as two heated swimming pools and an outdoor tennis court.

#### **South Seas Resorts, Inc.**

9800 S. Healthpark Dr., Ste. 350  
Ft. Myers, FL 33908  
877-497-8782  
954-441-6698  
FAX: 954-704-8531  
Website: [www.southseas.com](http://www.southseas.com)  
E-mail: [esm@meristar.com](mailto:esm@meristar.com)  
Contact: Robyn Rice

South Seas Resorts, Inc. offers ESM Association members savings of up to 30 percent at eight properties along the Gulf coast of Florida in Ft. Myers and on Captiva, Sanibel and Marco Islands. Our premier property, South Seas Resort, offers over 600 units and a full range of resort activities such as golf, tennis, dining, shopping, and water sports activities. Call our toll-free number to receive ESM Association discount rates.

#### **Missouri**

##### **Radisson Hotel**

120 S. Wildwood Dr.  
Branson, MO 65616  
417-335-5767  
FAX: 417-339-3602  
E-mail: [annette.wood@radisson.com](mailto:annette.wood@radisson.com)  
Contact: Annette Wood

The Radisson is located off Highway 76. The ten-story, 500-room hotel features a full-service restaurant, lounge, heated indoor/outdoor pool, whirlpool, sauna, full-service salon, and ticket services at the concierge desk.



## **Nevada**

### **Atlantis Casino Resort**

3800 S. Virginia St.  
Reno, NV 89502  
800-994-5900 x3050  
775-825-4700  
FAX: 775-825-1170  
Website: [www.atlantiscasino.com](http://www.atlantiscasino.com)  
E-mail: [anna\\_mcardle@atlantiscasino.com](mailto:anna_mcardle@atlantiscasino.com)  
Contact: Anna McArdle, CMP

Atlantis Casino Resort is Reno's only concierge hotel tower, with luxury rooms and whirlpool suites, award-winning dining choices, a full-service health spa, indoor and outdoor pools, a tropically-themed casino, and 32,000 sq. ft. of meeting space. Located across from the Reno-Sparks Convention Center.

### **Flamingo Laughlin**

1900 S. Casino Dr.  
Laughlin, NV 89029  
800-292-3711  
702-298-5093  
FAX: 702-298-5129  
Website: [www.flamingolaughlin.com](http://www.flamingolaughlin.com)  
E-mail: [Dionp@flamingolaughlin.com](mailto:Dionp@flamingolaughlin.com)  
Contact: Patty Dion

The Flamingo Laughlin features a 60,000 sq. ft. casino, luxurious accommodations including 1,900 rooms with 60 casino suites and 30 deluxe suites. Amenities include a swimming pool, tennis courts, four restaurants, four fast food outlets, room service, 300-seat showroom, a state-of-the-art business center, massage therapy center, riverboat cruises, cappuccino cart, gift shop, candy shop, and video arcade. Golf, boating and shopping are nearby.

### **Riverside Resort Hotel & Casino**

PMB 500  
1650 S. Casino Dr.  
Laughlin, NV 89029  
800-227-3849  
702-298-2535  
FAX: 702-298-2612  
Website: [www.riversideresort.com](http://www.riversideresort.com)  
E-mail: [jbarez@riversideresort.com](mailto:jbarez@riversideresort.com)  
Contact: Joel Barez

Located on the beautiful Colorado River, the Riverside Resort Hotel & Casino offers 1,405 spacious rooms and suites. Our facility features gourmet dining; a 24-hour restaurant; Prime Rib Room; Buffet Room with seating for 422; two pools; six first-run movie theaters; lounge entertainment; a Western dance hall; top-name performers in Don's Celebrity Theater; a *Race and Sport* book; convention facilities; free admission to our classic car collection; a dance studio; tea dances; 740 RV spaces; a 119-passenger tour boat; and a 34-lane bowling center.

## **Pennsylvania**

### **Caesars Pocono Resorts**

P.O. Box 40  
Lakeville, PA 18438  
800-327-3992 x5239  
FAX: 570-226-4697  
Website: [www.caesarspoconoresorts.com/getawayclub](http://www.caesarspoconoresorts.com/getawayclub)  
E-mail: [david.good@starwoodhotels.com](mailto:david.good@starwoodhotels.com)  
Contact: David Good

Caesars Pocono Resorts (Cove Haven, Paradise Stream, Pocono Palace, and Brookdale) are located in the scenic Pocono Mountains of Northeast Pennsylvania. ESM Association members receive a 20 percent discount midweek (Sunday-Thursday) and a 10 percent discount off weekend all-inclusive vacation/honeymoon packages. Brookdale offers all-inclusive packages for families. To receive a supply of Caesars Pocono Resorts Getaway Club discount cards for your employees/members, call our 800 number.

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### **American Family Day Corp.**

P.O. Box 669068  
Marietta, GA 30066-0102  
800-227-3801  
770-429-1807  
FAX: 770-426-0906  
Website: [www.americanfamilyday.com](http://www.americanfamilyday.com)  
E-mail: [bill@americanfamilyday.com](mailto:bill@americanfamilyday.com)  
Contact: Bill Blohm

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800-489-8739  
FAX: 303-627-9511  
Website: [www.autobuyingplan.com](http://www.autobuyingplan.com)  
E-mail: [abprob@ecentral.com](mailto:abprob@ecentral.com)  
Contact: Robert Malcolm

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FAX: 949-363-1900  
Website: [www.beyond-dispute.com](http://www.beyond-dispute.com)  
Contact: L. Stuart Girard

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800-966-8301  
Website: [www.booksarefun.com](http://www.booksarefun.com)

Books are Fun, Jewelry Is Fun & The Gallery are divisions of the Readers Digest Co. We provide premier employee and fundraising events that are free, easy and fun. Books are Fun offers a unique selection of books and gifts up to 70 percent off retail prices. Jewelry is Fun offers dazzling gold, silver and gems up to 50 percent off. The Gallery offers framed art, prints and home decor up to 70 percent off.

**Consumer Credit Counseling Serv. of Greater Dallas**

8737 King George Dr., Ste. 200  
Dallas, TX 75235  
214-540-6813  
FAX: 214-540-6678  
Website: [www.cccs.net](http://www.cccs.net)  
E-mail: [rhooper@cccs.net](mailto:rhooper@cccs.net)  
Contact: Ray Hooper

Consumer Credit Counseling Service of Greater Dallas is a nonprofit organization providing budget counseling, debt management plans, housing counseling, and financial education services. Obtain counseling in person or by phone or mail. Educational services are provided onsite or through interactive media technologies.

**Directo, Inc.**

3091 Governors Lake Dr., Ste. 300  
Atlanta, GA 30071  
770-810-6507  
FAX: 770-810-6537  
Website: [www.directo.net](http://www.directo.net)  
E-mail: [bhowe@directo.net](mailto:bhowe@directo.net)  
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Contact: Amanda Shilko

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E-mail: [PDClaassen@myprinter.com](mailto:PDClaassen@myprinter.com)  
Contact: Patricia Claassen

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210-601-2708 cell  
FAX: 713-532-0788  
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E-mail: [vvanlandingham@houston.rr.com](mailto:vvanlandingham@houston.rr.com)  
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**Executive Color Studios**

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573-875-1141  
FAX: 573-874-4964  
E-mail: [ecsphoto@aol.com](mailto:ecsphoto@aol.com)  
Contact: Linda Ordway



Executive Color Studios features a family portrait program for ESM Association members to offer to employees while generating funds for their association. The program lets your employees have a 10" x 13" family portrait on canvas for \$9.95 (a \$200 value). Your employee association keeps \$5 from each portrait sold. When 500 or more families are photographed, you keep the entire \$9.95. We have photographed the largest ESM Association companies for years. We can photograph offsite, if necessary. Other free family portrait promotions are available. Call for more information including our list of referrals.

**GMAC Mortgage Corp.**

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Horsham, PA 19044  
215-682-6340  
FAX: 215-682-3930  
E-mail: peter\_conners@gmam.com  
Contact: Peter Conners

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727-785-0919  
FAX: 727-789-1954  
E-mail: bob@goldcoastpromo.com  
Contact: Robert Metzler

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**Great Lakes Scrip Center**

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Grand Rapids, MI 49510-7166  
800-727-4715  
FAX: 888-865-9655  
Website: www.glscrip.com  
E-mail: jsmith@glscricp.com  
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E-mail: [isminkus@KidsDadsMoms.com](mailto:isminkus@KidsDadsMoms.com)  
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E-mail: [davidharris@lawstar.com](mailto:davidharris@lawstar.com)  
Contact: David Harris

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E-mail: [eric@luthersales.com](mailto:eric@luthersales.com)  
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888-889-8000

310-338-9100  
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E-mail: [fweber@avis.com](mailto:fweber@avis.com)  
Contact: Frederick Weber

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FAX: 702-227-4047  
Website: [www.CoastTravel.com](http://www.CoastTravel.com)  
E-mail: [margie@coasttravel.com](mailto:margie@coasttravel.com)  
Contact: Margie Dolgin, CTC

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FAX: 727-532-3292  
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E-mail: [pwright@crownmarketing.com](mailto:pwright@crownmarketing.com)  
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Website: [www.cruiseamerica.com](http://www.cruiseamerica.com)  
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E-mail: [lauren@getawaytoday.com](mailto:lauren@getawaytoday.com)  
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E-mail: jrudd@gbvac.com  
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E-mail: rob.ondo@co.manatee.fl.us  
Contact: Rob Ondo

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#### **Kissimmee-St. Cloud Convention & Visitors Bureau**

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Kissimmee, FL 34742-2007  
800-831-1844  
407-847-5000  
FAX: 407-847-4114  
Website: www.floridakiss.com  
E-mail: travel@floridakiss.com  
Contact: John Weed

The Kissimmee-St. Cloud Convention & Visitors Bureau is a destination promotion agency representing over 35,000 accommodations. Conveniently located at the main gates of the Walt Disney World Resort, we are within minutes of world-class attractions throughout central Florida. The Bureau offers a variety of collateral materials available upon request.

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Las Vegas, NV 89109-9096  
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E-mail: mmcdaniel@lvca.com  
Contact: Meg McDaniel



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702-298-3022  
FAX: 702-298-0013  
Website: [www.visitlaughlin.com](http://www.visitlaughlin.com)  
E-mail: [mmcdaniel@lvcva.com](mailto:mmcdaniel@lvcva.com)  
Contact: Meg McDaniel

Laughlin Visitors Bureau extends its welcome to ESM Association members to visit its resort destination, which features nine hotel/casinos on the banks of the beautiful Colorado River. Nearly five million visitors each year are attracted to Laughlin because of our affordable room rates, great food and 24-hour gaming. Laughlin offers fishing, boating and water recreation as well.

#### **Lee Island Coast V & C Bureau**

2180 W. First St., Ste. 100  
Ft. Myers, FL 33901  
800-237-6444  
239-338-3500  
FAX: 239-334-1106  
Website: [www.leeislandcoast.com](http://www.leeislandcoast.com)  
E-mail: [PJohnson@Leegov.com](mailto:PJohnson@Leegov.com)  
Contact: Pamela Johnson

The Lee Island Coast is Florida's tropical island getaway. Located on the west coast of Florida in the Ft. Myers/Sanibel Island area, you will escape to a world where beaches of white sand stretch as far as you can see. It is a world of tropical wildlife and spectacular sunsets.

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800-4LB-STAY  
FAX: 562-435-5653  
Website: [www.visitlongbeach.com](http://www.visitlongbeach.com)  
E-mail: [sharonz@longbeachcvb.org](mailto:sharonz@longbeachcvb.org)  
Contact: Sharon Zanjani

Long Beach offers over five miles of Pacific Ocean beachfront with first-class hotel accommodations, eclectic shopping and dining, and a free shuttle service in the downtown beach area. Long Beach is home to the Queen Mary, Aquarium of the Pacific and the Russian submarine "Scorpion." Call the Bureau for group discounts.

#### **San Diego North Convention & Visitors Bureau**

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Escondido, CA 92025-2600  
760-745-4741  
FAX: 760-745-4796  
Website: [www.sandiegonoorth.com](http://www.sandiegonoorth.com)  
E-mail: [bbovee@sandiegonoorth.com](mailto:bbovee@sandiegonoorth.com)  
Contact: Barbara Bovee

San Diego North is a year-round preferred destination offering world-class resorts, championship golf, pristine sun-drenched beaches, and award-winning restaurants and attractions including the San Diego Wild Animal Park, La Jolla's Birch Aquarium and Legoland California.

#### **St. Augustine, Ponte Vedra & The Beaches Visitors & Convention Bureau**

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St. Augustine, FL 32084  
904-829-1711  
FAX: 904-829-6149  
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FAX: 813-229-6616  
Website: [www.visittampabay.com](http://www.visittampabay.com)  
E-mail: [sbailey@visittampabay.com](mailto:sbailey@visittampabay.com)  
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FAX: 514-864-3188  
Website: [www.bonjourquebec.com](http://www.bonjourquebec.com)  
E-mail: [bouffard.jean@tourisme.gouv.qc.ca](mailto:bouffard.jean@tourisme.gouv.qc.ca)  
Contact: Jean Bouffard



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E-mail: [info@personalbest.com](mailto:info@personalbest.com)  
Contact: Julie Downs

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386-447-6867  
FAX: 386-446-3502  
E-mail: [arrington@usta.com](mailto:arrington@usta.com)  
Contact: Glenn Arrington

The U.S. Tennis Assn. provides assistance to companies and businesses looking to integrate tennis programs into their employee wellness plan. Through instructional and team-based programs, participants can enjoy the fun, fitness and social aspects of tennis with their coworkers and families.

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Vaccination Services & Health Fairs of America, Inc. is a nationwide onsite corporate provider of vaccinations, health screenings, health fairs, online scheduling, and other wellness services. **esm**

# **Call for Nominations**

## **Directors at Large Positions**

.....

**Deadline: September 30, 2002**

Directors at Large positions on ESM Association's Board of Directors are open for nominations. This position requires a two-year term beginning in January 2003. The following qualifications are necessary:

- Only those persons holding a General, Chapter Organizational, Academic, or Individual membership are eligible for nomination.
- Each nominee must be certified as a Certified Employee Services Manager (CESM), Recognized Volunteer Employee Services and Recreation Administrator (RVESRA) or have vocational experience and responsibilities that meet the basic eligibility requirements of candidacy for ESM Association's Certification Program.
- Each nominee must have written permission from his/her supervisor stating the employer's commitment to provide time and financial support.

Directors at Large attend and participate in four National Board of Directors Meetings each year (one in the winter, two during ESM Association's Annual Conference & Exhibit and one in the fall). Board members are responsible for their own travel expenses.

*Please submit your nomination along with your name and company to Nominating Committee Chair Jack Poll via e-mail at [jack.poll@sas.com](mailto:jack.poll@sas.com) or fax to (919) 677-4444 by September 30, 2002. You are welcomed to nominate yourself. For more information, contact Jack at (919) 531-7966.*

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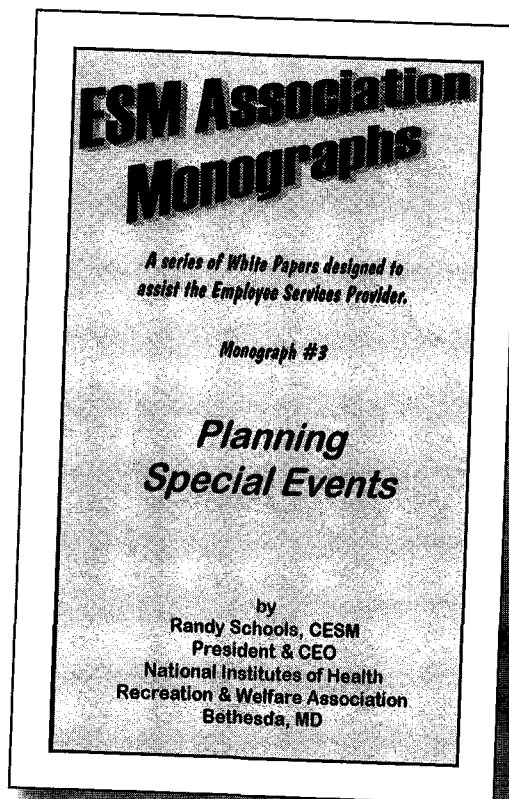
# Planning Special Events

Special events are a component of employee services that bring employees, friends and families together. Special events not only promote a unified workforce, but they also boost morale by showing appreciation and rewarding employees for their work. Yet, without guidance, planning special events for a large employee base can be overwhelming, time consuming and costly. The third ESM Association Monograph, *Planning Special Events*, is a how-to guide that provides simple tips for planning successful special events. From selecting the perfect venue to developing a budget, this Monograph will help you plan memorable, enjoyable and cost-efficient events that will give your employees a sense of pride in the company.

Employee Services Management (ESM) Association's Monograph #3, *Planning Special Events*, by Randy Schools, CESM, president and CEO, National Institutes of Health, Recreation & Welfare Association, Bethesda, MD, advises on:

- *Selecting an event site.*
- *Choosing the menu.*
- *Developing a budget.*
- *Evaluating the event.*

This informative brochure is free to ESM Association Members. Also read Monograph #1, *Obtaining Management Support for Employee Services*, and Monograph #2, *Convenience Services for Employees*. View all three Monographs in the Member Resources Section of [www.esmassn.org](http://www.esmassn.org) or order a hard copy from ESM Association.



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Please send me my free copy of Monograph #3:  
**Planning Special Events**

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- ☐ This brochure is the third in a series of ESM Association Monographs. Please check here if you are interested in receiving Monographs on other employee services topics.

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# Stepping Outside the Box

By Christina Higby

**Attendees learned to revitalize and grow their programs at ESM Associations 61<sup>st</sup> Annual Conference & Exhibit**

**A**ttendees arrived at Employee Services Management (ESM) Association's 61<sup>st</sup> Annual Conference & Exhibit ready to renew their spirits after an economically and emotionally exhausting year for U.S. businesses. ESM Association's Conference & Exhibit, May 19-23, 2002, allowed attendees to escape from the office to the Town and Country Resort & Convention Center, San Diego, CA, for five days of morale-boosting motivation, education, networking, benchmarking, and fun. General Session speakers encouraged attendees to incorporate play and creativity into their lives and corporate culture, while Concurrent Sessions took on how-to topics including employee stores, travel services, return on investment, and special events.

The Exhibit Hall offered attendees products and services tailor-made to fit their corporate culture, showcasing innovative employee programs, employee products, convenience services, and discount opportuni-

ties. Attendees left with a renewed sense of excitement to return to the office with fresh ideas and a new-found sense of pride and appreciation for their employers, their employees and their roles within their companies.



## Renewing and revitalizing

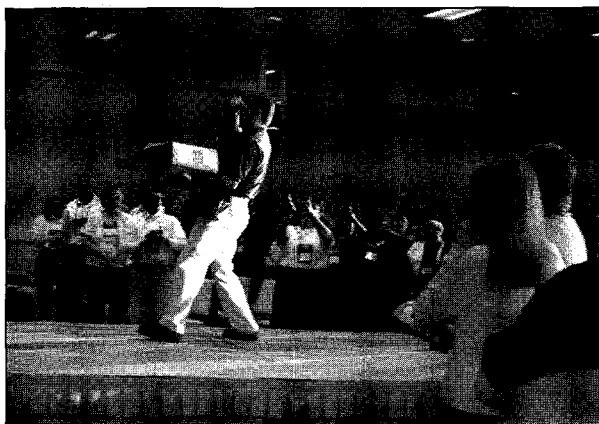
Taking into account the slow economy and the life challenges many faced this year, the conference's General Sessions focused on four main life-enriching and renewing lessons: incorporating fun at work and enjoying work; appreciating the people in our lives; living life to the fullest; and living creatively.

Carr Hagerman, speaker, ChartHouse Learning, Burnsville, MN—with his stuffed fish, quirky photos and sense of humor—relayed the Seattle, WA-based Pike Place Fish Market's success story in "FISH! Catch the Energy—Release the Potential." Hagerman introduced the simple points that the Pike Place Fish Market thrives on:

- Play
- Make their day
- Be there
- Choose your attitude

The most important of these points is "Play," which he defined as "being grounded in the concept of what is possible and asking yourself 'What can I do today?'" Among his many suggestions, Hagerman advised attendees not to judge ideas, but to build on ideas and "make them crazy." He also proposed giving people a great story and listening carefully, or "being present," because being a good listener makes an impression in a conversation or meeting.

With her sequenced tennis shoes and toy giveaways, Bonnie Dean, professional motivational speaker, W.O.W. Presentations, Fountain Valley, CA, had attendees off their seats, moving around and thinking about acts that will pay big dividends in others' lives in "No Deposit/No Return." Dean shared the main reasons people join, stay and flourish in the workplace: for a sense of belonging, a sense of learning and growing and a sense of con-



**Carr Hagerman, speaker, ChartHouse Learning, tosses stuffed-animal fish to anxious audience members after motivating attendees with his FISH! Philosophy.**

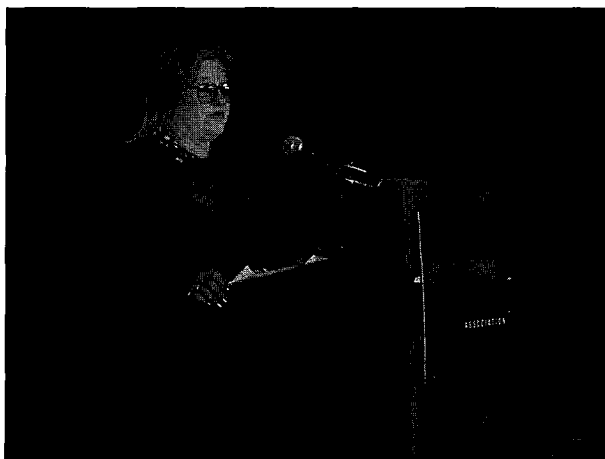
tributing. Among other tips, attendees learned that gratitude, praise, a smile, appreciation, and listening are no-cost gifts they can give their employees.

Jeffrey McMullen, CSP, The McMullen Group, Appleton, WI, showed attendees that proactivity is productivity in "Living Life at the Pinnacle." McMullen explained key proactive personality traits that will help them celebrate rather than deliberate life, which include attitude, enthusiasm, success, thinking and dreaming big, and positive risk-taking.

Erik Wahl, president, The Wahl Group, San Diego, CA, captivated attendees by painting the American flag to a live acoustic guitar version of *The Star Spangled Banner* in the "Art of Vision." He challenged attendees to use their imagination and expand their own perception to build new business ideas and visions. According to Wahl, "Almost all great accomplishments, be it in art, medicine, science, politics, or business, came about because someone challenged the traditional rules. What rules can be challenged or broken within your industry?"

## Growing your programs

Each Concurrent Session educated attendees on one of "The 10 Components of a Well-Rounded Employee Services Program." The presenters provided attendees with information they could utilize as benchmarking tools, innovative ideas to directly apply to their programs and statistics for justifying employee services to management. In discussing employee stores, Amanda Hodgson, employee store manager, Clarica, Waterloo, Ontario, Canada, demonstrated how to "Use Your Store to Make Your Company Your Customer." She explained that Clarica saves each department a minimum of 25 percent by selling over 500 different office supplies—such as pens, pencils, labels, folders, and printer cartridges—in its employee store. Mike Daly, director of business development, Collette Vacations, Pawtucket,



**ESM Association President Cindy Jameson, CESM, addresses the crowd at the Member Appreciation Luncheon.**



## Stepping Outside The Box



**"Art of Vision" Presenter Erik Wahl drew abstract paintings of the American Flag and Albert Einstein. He donated the latter to the ESM Association Foundation's Live Auction.**

RI, shared tips on how to run successful travel clubs. He answered beginners' questions including, "Why are travel services important?" "What travel services should the company offer?" and even covered "How does the company market travel services to employees?" All of the Concurrent Sessions offered great take-home knowledge, fresh ideas and new contacts.

At the Member Services Session, ESM Association Headquarters staff encouraged attendees to utilize their ESM Association membership to complete "Employee Services: Mission Possible." During the spy-themed session, attendees used various provided costume materials to literally turn themselves into Ultimate Employee Services Providers and complete employee services missions using the many useful tools ESM Association offers members, including *ESM Magazine*, the ListServe, [www.esmassn.org](http://www.esmassn.org), and the Member Profile.



**During the Member Services Session, an "Ultimate Employee Services Provider" begins his turn on the runway, sporting new gadgets that will help him complete "Employee Services: Mission Possible."**

The Exhibitor Education Session trained Exhibitors on trade-show selling techniques from efficiently questioning and qualifying visitors to generating complete and useful leads. Chapter Leader Session attendees discovered how to recruit, identify, mentor and train better chapter leaders as well as how to get their ESM Association Chapters online, including tips on design and cutting costs. During the Employee Store Super Session, store managers learned merchandise display techniques that prompt customers to stop, look, touch, and buy.

### Best Practices

Ken Giannotti, general manager, employee services, Lawrence Livermore National Laboratory, Livermore Laboratory Employee Services Association (LLESA), Livermore, CA, shared the rewards and challenges of



**Past Presidents' Reception: (Front row, left to right) Executive Director Patrick Stinson, Ralph Ferrara, CESM, ESM Association President Cindy Jameson, CESM, Phil Hall, CESM, Roger Lancaster, CESM, and Randy Schools, CESM. (Back row, left to right) President-Elect Jack Poll, Gloria Roque, RVESRA, and Immediate Past President Bud Fishback, CESM.**

running the company's nonprofit employee association. With 25,000 LLESA members (employees and their families) requesting services that save them time and keep them connected to colleagues and the laboratory, LLESA offers such services as child-care, community services, extensive recreation facilities that include a swimming pool, recreation programs, and special events. Through communication and striving for customer satisfaction, LLESA has been increasing employee job focus since 1954.

Convenience services was the main focus in the Best Practices Session by Roger Lancaster, CESM, general manager, U.S. Department of Agriculture (USDA) Employee Services and Recreation Association (ESRA), Washington, DC. In his presentation of a completely self-sufficient program, he discussed one of the main



conveniences provided for ESRA members—the “Ag Promenade Mall.” This gathering place, located in the lower level of USDA’s Headquarters’ facility, houses McGill’s Deli, dry cleaners and shoe repair, barber shop/hair salon, discount programs, rentals, visiting merchants, watch/jewelry repair, an eye glass service, a prescription service, and an employee store. Another convenience to employees at all locations is the availability of online services. Lancaster suggests that employee services providers make themselves visible to upper management and become involved with the company and decision making. “You must be a political animal,” he explained.



**Best Practices presenters and All-Attendee Reception sponsors from Femsa Servicios SA de CV, Monterrey, NL, Mexico: (Left to right) César Díaz, Luis Alfonso, Silvia Ibarra, and Filipe Cárdenas.**

Femsa Servicios SA de CV, Monterrey, NL, Mexico representatives Filipe Cárdenas, administrative director; Luis Alfonso, national social development manager; César Díaz, social development manager; and Silvia Ibarra, head of institutional communication, presented an International Best Practices Session to attendees. The goal of their employee association is to increase the general level of culture, strengthen moral values, promote savings, encourage participation in sports and cultural activities, and teach new skills. An impressive slide presentation showcased Femsa employees and their families enjoying the company’s vast facilities.

In another Best Practices Session, Pauline Murphy, BMC Software, Inc., Houston, TX, shared how her small company runs a large program that focuses around fitness and recreation activities. The opportunity to provide team-building events is a great part of BMC Software’s corporate culture and Murphy continues to grow the employee services program by constantly benchmarking with companies throughout the country.



**Nationally-known animal trainer Julie Scardina shares a new SeaWorld San Diego program with a conference attendee.**

## Exhibit Hall

The feel in the Exhibit Hall this year was high-energy, excitement and an eagerness to find new quality employee products and services. The Exhibit Hall offered a host of activities including interactive games, food functions and entertainment. Exhibitors were fervent to speak with each conference attendee and help them develop the best program to fit their employees’ and company’s needs. SeaWorld San Diego invited nationally-known animal trainer Julie Scardina to present a new program called “PetsRule” and Legoland California’s Master Model Builder William Webb shared Lego models with attendees.

## Networking

The San Diego Zoo invited ESM Association conference attendees to join them for a special event on Tuesday evening. Upon arrival, event attendees boarded a double-decker bus and partook in a 45-minute Sunset Bus Tour. Passengers met over 80 percent of the zoo’s inhabitants during this informative and relaxing ride. As the Sunset Bus Tours ended, attendees gathered



**The conference offered attendees many opportunities to network and benchmark with peers.**



### WORK/LIFE PRE-CONFERENCE WORKSHOP

Nearly 40 attendees learned how to balance work and family life through group discussions, activities and presentations during the Bridges to Balance Pre-Conference Workshop facilitated by Jim Battersby, adjunct faculty, California Polytechnic State University, San Luis Obispo, CA; Rick Griggs, president/author, Griggs Achievement, San Ramon, CA; and Cathy Leibow, president/CEO, Family Care, Inc., Pleasanton, CA. The presenters facilitated a group discussion covering several topics includ-



ing how to present work/life programs to management. Later, attendees split into groups according to personality type to demonstrate that employees have various needs that must be approached according to their personalities. Presenters also shared statistics on justifying the need for work/life programs including figures on the lost productivity of employees who worry about family issues at work. ESM Association members indicated they enjoy pre-conference workshops, so look for more to come at upcoming ESM Association Conference & Exhibits.



Conference attendees snap pictures as a San Diego Zoo trainer feeds a friendly porcupine.

at the outdoor café Sydney's Grill to network and enjoy a buffet-style dinner, including beverages and desserts, while the Safari Bush Band entertained.

Anheuser-Busch's SeaWorld San Diego was ESM Association's Wednesday evening event. SeaWorld San Diego drew attendees to a private showing of their new acrobatic water odyssey, Cirque de la Mer, which included characters in neon costumes hanging from metal poles and performing acrobatics on trampolines amongst a makeshift fortress. Attendees then convened to Shipwreck Reef Café for a buffet-style dinner, beverages and desserts. Some attendees braved the unseasonably cool weather and hopped aboard the nine-passenger water raft ride Shipwreck Rapids. While mingling and networking, animal trainers, a juggler and the Safari Bush Band entertained attendees. Finally, Shamu and friends welcomed attendees to "Shamu's House of Douse," a never-before-seen, MTV-



Despite unseasonably cool weather, a few conference attendees agreed to get soaked on the Shipwreck Rapids water raft ride at SeaWorld San Diego.



style Killer Whale Presentation that had the audience on their feet, clapping, dancing and marveling over Shamu's many complex behaviors.

## Conclusion

In this time of uncertainty, employees seek security in family, friends and their companies. Employee services are more important than ever in creating a supportive environment, retaining current employees and recruiting top talent. Now the challenge for employee services providers is to apply the knowledge they gained at ESM Association's 61<sup>st</sup> Annual Conference & Exhibit

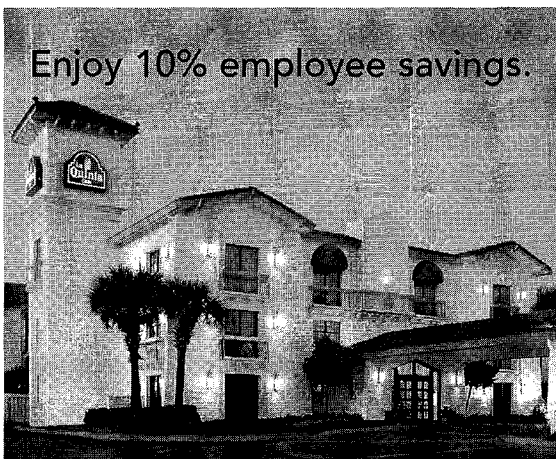
in their efforts to retain current employees, recruit top employees, boost morale, and create a corporate culture conducive to growth and new ideas. Plan to keep in touch with ESM Association members and Headquarters' staff for assistance along the way. **esm**

*Christina Higby is editorial assistant for Employee Services Management (ESM) Magazine, published by ESM Association, Oak Brook, IL. She can be reached at (630) 368-1280 or christinahigby@esmassn.org.*

## Special Thanks

ESM Association thanks John Borja, event specialist and Lifetime Member of ESM Association of the Los Angeles Area chapter, for volunteering to serve as the official photographer for ESM Association's 61<sup>st</sup> Annual Conference & Exhibit. ESM Association also thanks Tom Kearns, vice president, special markets, Selling Edge, Inc., Red Bank, NJ, for sponsoring the photo development for ESM Association's 61<sup>st</sup> Annual Conference & Exhibit.

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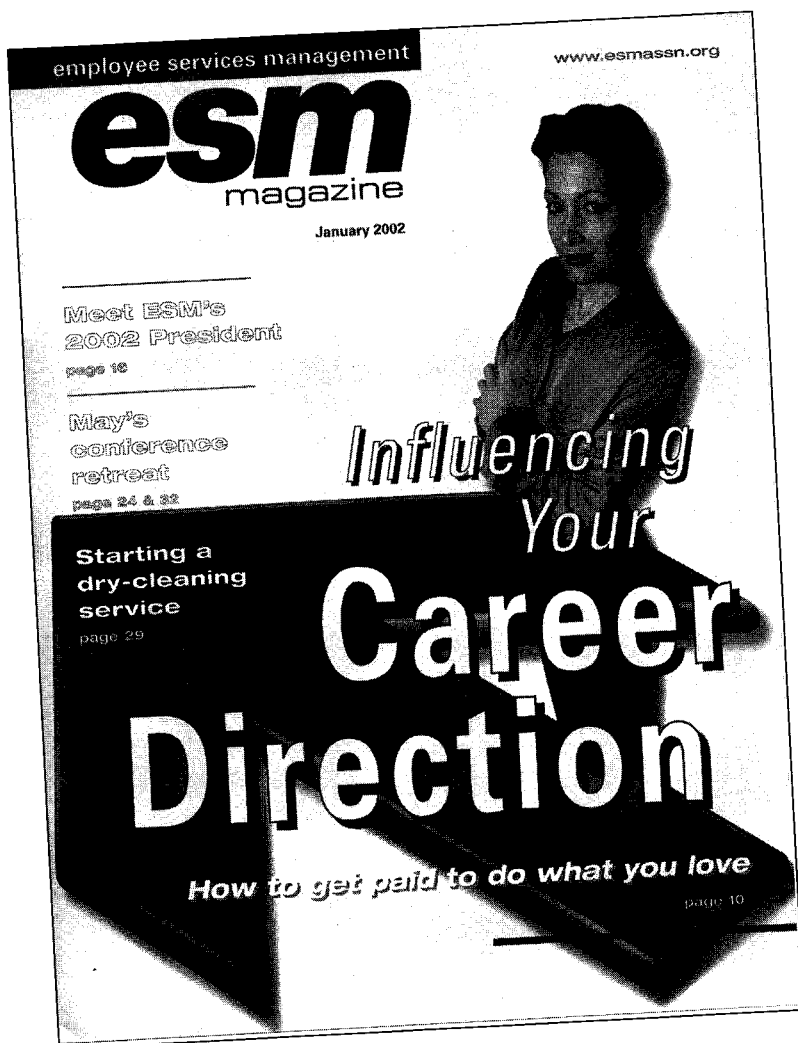
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# Exhibitor Awards

Exhibit Hall

John Davis Best Booth Award

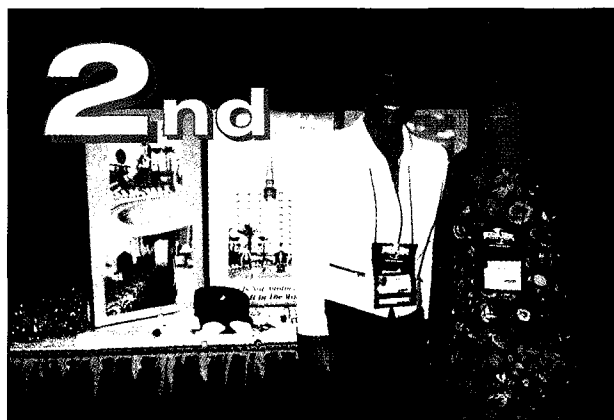
**ESM Association recognizes Exhibitors for their inviting booths, excellence in exhibiting and dedication to the field**

## Best Booth Awards

ESM Association recognized four Exhibitors for their appealing booths and superb exhibiting skills:



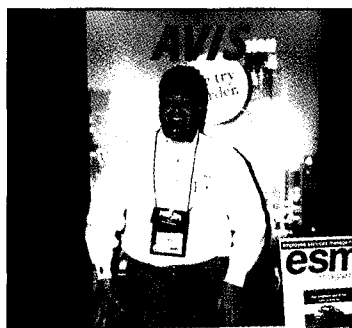
**Totally Chocolate**



**Doubletree Castle Hotel**



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Adventure Parks**



**Avis Rent-A-Car**

## Exhibitor Longevity Awards

ESM Association thanks the following Exhibitors for continuous years of participation in ESM Association's Annual Conference & Exhibit:

20 Years	San Diego Zoo/San Diego Wild Animal Park
10 Years	Caesars Pocono Resorts
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## Exhibit Hall Judges

Thank you to the Exhibit Hall judges who volunteered their time to evaluate each of the 90 Exhibit Booths and determine the above winners:

Larry Holsinger, *Catlettsburg Refining, LLC*

Eileen King, *Crescent Real Estate*

Randy Schools, *CESM, National Institutes of Health Recreation & Welfare Association*

Joanne Mueller, *Ace Hardware Corp.*

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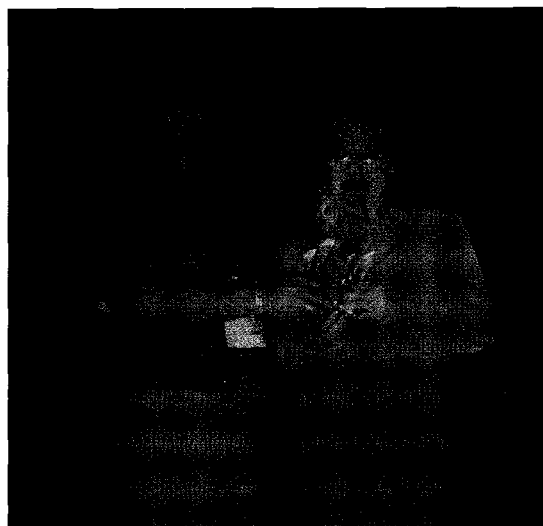


# Displaying Dedication

**Chuck Bouchard is honored for his volunteerism and dedication to the association**

**E**mployee Services Management (ESM) Association, Oak Brook, IL, honored Chuck Bouchard, ESM Association Foundation Trustee, with ESM Association's Distinguished Service Award for his outstanding contributions to ESM Association for over 25 years.

ESM Association presents this special award to those ESM Association Members whose volunteer contributions truly define active membership in ESM Association. The efforts of each Distinguished Service Award recipient are instrumental in the success of the association, thus earning them the respect of their peers.



**ESM Association President Cindy Jameson, CESM, awards Chuck Bouchard with the Distinguished Service Award at ESM Association's Annual Conference & Exhibit.**



## Displaying Dedication

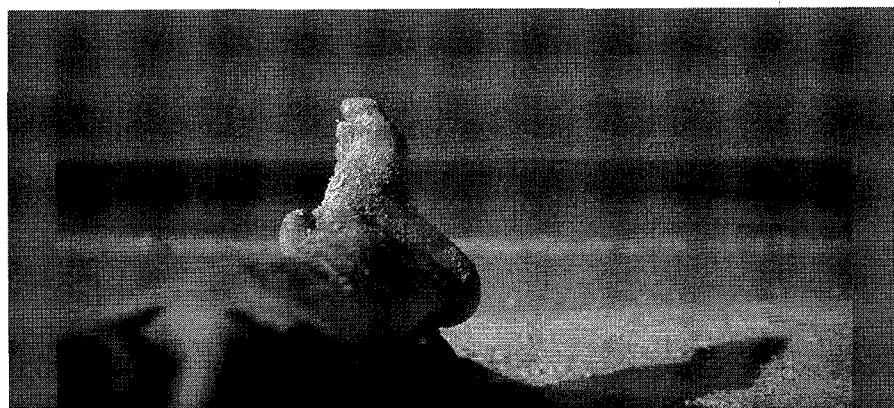
### Chuck Bouchard

Bouchard is recognized for his contribution as ESM Association Foundation Trustee, where, for the past five years, he took the initiative to chair a committee responsible for coordinating the Silent and Live Auctions at ESM Association's Annual Conference & Exhibit. Serving as committee chair and event auctioneer, Bouchard helped generate over \$20,000 for educational opportunities in the employee services field. Through his professional and personal contacts, he secured auction items such as trips to exotic destinations, computers, autographed celebrity and athlete photos, and musical instruments autographed by guitarists such as Jon Bon Jovi to generate funds. Bouchard attended nearly 24 of ESM Association's Annual Conference & Exhibits, where he is always will-

ing to provide a helping hand. He served in a variety of positions within ESM Association's former local chapter, Massachusetts Association for Recreation and Employee Services (MARES). In 1993, Bouchard retired from his positions as engineer for Raytheon Company's Missile System Division and president of the Raytheon Employee Activity Association in Andover, MA.

ESM Association presented Bouchard with the Distinguished Service Award in front of his peers at ESM Association's 61<sup>st</sup> Annual Conference & Exhibit during the Member Appreciation Luncheon held on May 20, 2002 at the Town and Country Resort & Convention Center, San Diego, CA.

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U.S. General Services Administration



# Anniversary Celebration

**Patrick B. Stinson celebrates 25 years as ESM Association's executive director**

**T**his year, Patrick B. Stinson, lifelong resident of Elmhurst, IL, celebrates his 25<sup>th</sup> Anniversary as executive director of Employee Services Management (ESM) Association, headquartered in Oak Brook, IL. His clear vision of ESM Association's potential has made him a noted expert in the field and a valuable resource for workplace trends and innovations in employee services offerings.

Stinson joined the ESM Association staff in 1974 and became executive director in 1977. His responsibilities include collaborating with ESM Association's Board of Directors to remain ahead of the industry curve, directing the overall course of the association, overseeing the Headquarters' staff, managing ESM Association's finances, and acting as publisher for *Employee Services Management (ESM) Magazine*.

Over the past 25 years, Stinson has seen many changes in the employee services field and is, therefore, known for his broad knowledge of the industry. Maintaining a low profile within the organization, Stinson often shares his enthusiasm and expertise with members and allows them to carry ESM Association's torch. His passion for ESM Association is contagious.

Stinson helped prepare employee services managers for recent trends in the field, particularly as the employee services field changed its focus from industrial recre-



**At ESM Association's Annual Conference & Exhibit, Patrick Stinson (second from left) poses with members (left to right) Ralph Ferrara, CESM, Distinguished Service Award Recipient Chuck Bouchard, Alan Benedeck and Frank De Luca.**



## Anniversary Celebration

ation to fitness and then later to wellness. As women flooded the workforce and the employee services field moved from a male-dominated profession to a currently female-dominated profession, Stinson foresaw the broadening of the industry to include services that help employees balance work and personal life. In 1998, he collaborated with work/life experts to pioneer ESM Association's first full-day Work/Life Seminar.

Stinson also moved the association forward by helping adapt ESM Association's member services to be more technology-driven. He displayed a strong support for the association's past name changes from National Industrial Recreation Association (NIRA) to National Employee Services and Recreation Association (NESRA) to the current name of Employee Services Management (ESM) Association.

Stinson has served on several association boards including the U.S. Chamber of Commerce's Institute for Organization Management (1990-1993) and the Chicago Society of Association Executives (1992-

1995), from which he received the 1997 Distinguished Service Award. He is also a member of the American Society of Association Executives and the Council of Human Resource Management Associations. Stinson graduated from Western Illinois University, Macomb, IL, with a Bachelor of Science in Recreation Administration. In 1981, the university's Department of Recreation and Park Administration named him Outstanding Alumni.

ESM Association President Cindy Jameson, CESM, presented Stinson with an engraved timepiece at ESM Association's 61<sup>st</sup> Annual Conference & Exhibit during the Member Appreciation Luncheon held on May 20, 2002 at the Town and Country Resort & Convention Center, San Diego, CA.

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# In Remembrance of Chuck Bashian



(December 9, 1927 - June 10, 2002)

**Family, friends and business associates look back on Chuck Bashian's career as ESM Association's marketing manager**

**F**or over 20 years, Chuck Bashian and his staff at Bashian & Associates, Inc., Solon, OH, worked for Employee Services Management (ESM) Association, Oak Brook, IL, to sell National Associate Memberships, exhibit space and advertising space. As ESM Association's marketing manager, Chuck always maintained a professional manner whether he was persistently presenting a new marketing concept at an ESM Association staff Marketing Meeting or visiting industry trade shows in search of new products and services to introduce at ESM Association's Conference Exhibit Hall.

This past winter, Bashian & Associates, Inc. celebrated its 25th Anniversary and Chuck handed out logo key chains to mark the event. ESM Association's former Director of Communications Cindy Helson says, "When he presented me with the key chain, he did so with a smile on his face and a comment

about how quickly the time went, implying the famous adage, 'Time flies when you're having fun.' He enjoyed his work."

He and his daughter Alison Bashian-Victoroff managed the company and its staff. She will continue the family business as planned. "ESM Association held a special



## **ESM National Associate Members knew Chuck always had their best interests in mind.**

place in my Dad's heart. When he changed his company's focus and name from Bashian Publishing to Bashian & Associates, Inc., ESM Association was one of his first clients," shares Alison. She adds, "For many people, work and family are very separate. For my father and I, the two were very intertwined. He was a wonderful mentor, both professionally and personally."

Over the years, Chuck was responsible for generating revenue for ESM Association. In 1998, Bashian & Associates, Inc. broke ESM Association's advertising sales record. As recognition, ESM Association Executive Director Patrick B. Stinson presented leather portfolios to Chuck, Alison and Marianne Juliana Lesko, sales assistant, Bashian & Associates, Inc. Patrick says, "I was most proud of how Chuck represented us. Oftentimes, he was the first impression potential National Associate Members had of ESM Association. I always felt he was the perfect introduction to the organization."

Marianne, who attended several ESM Association Annual Conference & Exhibits, says, "Chuck had a vision for the potential of the employee services market and he understood how employee services influence employee quality of life. Chuck worked diligently to grow the Annual Conference & Exhibit and raise its level of professionalism with quality exhibitors. He also routinely attended other shows, hunting for new exhibitors who could bring their products and services to the employee services market. He relentlessly petitioned for initiatives that would increase *ESM Magazine's* presence in the employee services community."

ESM National Associate Members knew Chuck always had their best interests in mind. Mary Sarkis, regional vice president, marketing programs, Choice Hotels, Silver Springs, MD, says, "Chuck was a wonderful person—so kind and so helpful. He mentored me through learning about the association and how to be a successful vendor. He always made time for others." Tom Kearns, vice president, special markets, Selling Edge, Inc., Red Bank, NJ, remarks, "In my 20 years with the association, I've never met a more professional man than Chuck Bashian. He was a gentleman in the truest sense of the word. I was grateful to have him represent National Associates."

ESM Association Past President and former Field Office Manager Phyllis Smith, CESM, says, "Chuck Bashian was a dedicated ESM representative who was determined to make the ESM Conference Exhibit Hall a top-notch event. He was a fine person who was a gentleman at all times to everyone." Betty Labny, retired ESM Association administrative assistant to the executive director, says, "I always admired Chuck's ability to remain calm and to speak to others with respect, even during a crisis."

Chuck's staff also admired him. Ann Mazzolini, administrative assistant, Bashian & Associates, Inc., says, "Chuck Bashian was a man of humility and integrity who had a passion for his work. He lived by the golden rule—always display respect and courtesy to all. For nine years, he was the perfect boss. His legacy is the standard he set for us. I will truly miss him." Bob Kruhm, advertising associate, *ESM Magazine*, adds, "Chuck was a great friend and mentor, he will be missed." Marianne says, "I worked for Chuck for 10 years, and only wish it were longer. I like to joke that Chuck was Bashian & Associates' employee perk. He made this office a wonderful place to work. He was fair, courteous and a true class act."

On May 10, 2002, Chuck underwent major surgery to remove an organ containing cancer cells. The surgery appeared to be successful. Then, on May 20, 2002, while at ESM Association's Annual Conference & Exhibit, Alison received word that her father was readmitted to the hospital for treatment of a high fever. On June 10, 2002, Chuck professedly died as a result of an infection. He will always be remembered for his warm demeanor and his dedication to his profession.

In lieu of flowers, his family requests that memorials be made "In Charles Bashian's Memory" toward scholarships to the Kent State University Foundation—School of Journalism, P.O. Box 5190, Kent, OH 44242. If you wish to send condolences to his wife Audrey, daughter Alison Bashian-Victoroff and son Jack Bashian, please send them to Bashian & Associates, Inc., 33610 Solon Rd., Solon, OH 44139. **esm**



## **ESM Association Headquarters' Office Member Services Department**

Jamie Sennett, manager of  
Member Services  
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# es<sup>sm</sup>

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August 2002

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# Serving Up Employee Recreation

***Companies team up with the community to save  
money while promoting exercise***

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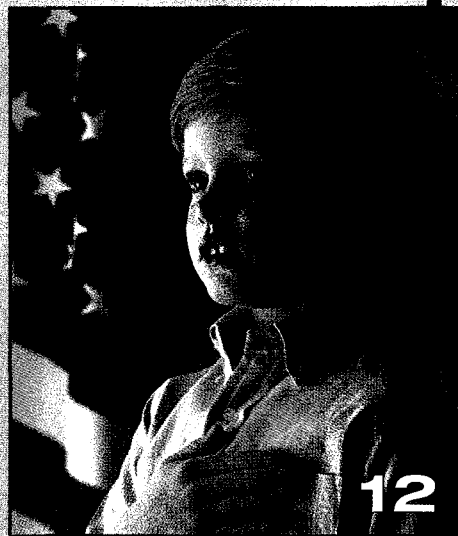
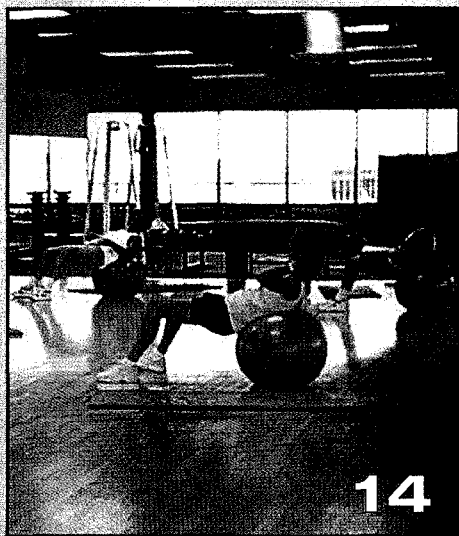
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Tennis anyone? ESM Association Members team up with local athletic clubs and the U.S. Tennis Association, White Plains, NY, to encourage employees to stay fit and mingle with coworkers while playing tennis.

### **12 A time to remember**

ESM Association Members describe the gestures their companies chose in honoring the heroes of September 11.

### **14 In the spotlight: Miller Brewing Co.**

A free case of beer on employees' birthdays, tickets to sporting events and complimentary breakfasts are just a few of the top 10 reasons why employees enjoy working at Miller Brewing Co., Milwaukee, WI.





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**T**he economy may still be slow, but employers aren't cutting their work/life budgets. According to a recent *Chicago Tribune* article, "soft" benefits hold steady despite the slow economy. Based on a recent Hewitt & Associates work/life study, group purchasing and onsite personal conveniences are the two hottest "soft" benefits.

As employee services providers, you've probably noticed that employees continuing to struggle with work/life balance expect their employers to provide them with convenience services. When members requested that ESM Association create an inexpensive, ready-made online buying program for their employees, we delivered with onMYtime.com.

In short, this new ESM Association member benefit brings products, services and savings to employees' fingertips. It's an exclusive website that makes it convenient for your employees to buy gifts or plan vacations at home and during lunch. Your employer benefits through lower absenteeism rates.

The power behind this program is ESM Association's strong network of quality suppliers who focus on creating relationships rather than short-term sales. Research from ESM Association's *Market Survey* found that 87 percent of ESM Organizational Members look to ESM National Associate Members to supply them with products and services. Our suppliers pride themselves on their reputations in the field and their ability to help employee services providers succeed at work. The number of suppliers featured on the site is growing rapidly.

What is the best aspect of this program? It's managed by ESM Association—so it's structured to make your job easier. The program is a snap to implement. All you have to do is e-mail employees a link to the onMYtime.com website (or, if you want to get fancy, post the link on your company's intranet site) and provide employees with the company's assigned user I.D. and password. ESM Association will even supply you with promotional materials to help get the word out to your employees. All of this equals minimal effort on your part and great values for your employees. The program is turn-key so you don't have to worry about updating the website or managing the special offers. ESM Association does it all for you.

Recent onMYtime.com tracking research shows many members have already implemented the program and their employees are visiting the site frequently. ESM Association President Cindy Jameson, CESM, director of human resources, Time Warner, Clearwater, FL, recently posted the onMYtime.com link on her company's intranet site and informed Time Warner employees of onMYtime.com by using promotional information provided by ESM Association. When I asked her why other companies would want to implement this program, she responded, "Why wouldn't they? Companies are always seeking innovative programs that assist employees in balancing work and life. The onMYtime.com program is just that type of service and it costs the employer nothing."

In fact, onMYtime.com is available at no cost to ESM Association members and your employees can start using the program now. Just e-mail [info@onMYtime.com](mailto:info@onMYtime.com) to receive your company's personalized user I.D. and password, preview the new website at <http://www.onMYtime.com> and begin informing employees about their newest employee service.

Renee M. Mula

Editor

[reneemula@esmassn.org](mailto:reneemula@esmassn.org)

*Renee M. Mula*

### Publisher

PATRICK B. STINSON

### Editor

RENEE M. MULA

### Editorial Assistant

CHRISTINA HIGBY

### Designer

DALE A. DODSON

### Advertising Sales Offices

ALISON BASHIAN

Bashian & Associates, Inc.

33610 Solon Rd., Solon, OH 44139

(800) 335-7500, (440) 349-3353

Fax (440) 349-3447

E-Mail: [alisonb@bashian.com](mailto:alisonb@bashian.com)

ROBERT H. KRUEH

Box 230, Fulton, MD 20759

(301) 924-4473

Fax (301) 854-2464

E-Mail: [rhkrueh@mindspring.com](mailto:rhkrueh@mindspring.com)

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2211 York Rd.  
Suite 207  
Oak Brook, IL  
60523-2371  
(630) 368-1280  
(630) 368-1286 FAX  
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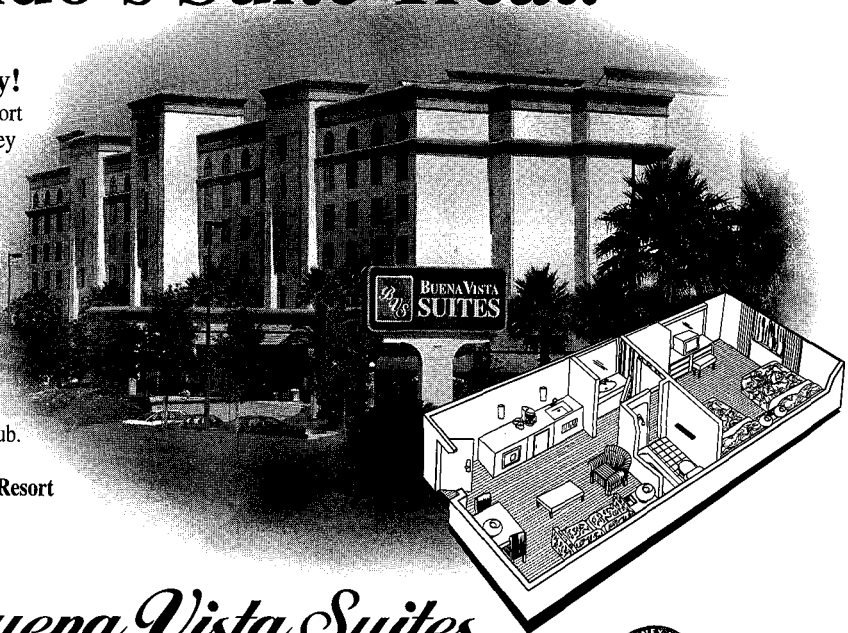
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The criteria for judging entries are as follows:

- The person must be the CEO or equivalent of the member company.
- The CEO should have a general knowledge of the company's employee services program.
- The nominee must make statements regarding why and to what extent he or she supports the program.
- The CEO must justify how employee services are important to the productivity and morale of the workforce.
- The CEO must have a reasonable chance of accepting the award in person, i.e., the nominee's schedule is clear (at the time the nomination is submitted) to accept the award at the conference.

Please fax or e-mail nominations to ESM Association Headquarters, Attention: Employer of the Year  
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## Employee Stores

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# Sales by the bundle

## Maximize sales in your employee store by bundling products

By John Di Frances

**O**ne of the best techniques for increasing sales in an employee store is to bundle products. This marketing concept is especially successful during the holidays and special occasions when employees are in search of last minute gift ideas. Bundling products presents several benefits to both the retailer and customer.

Whether your business is large or small, the principle remains the same. Car manufacturers were among the first businesses to utilize the bundling principle on a large-scale basis. Several decades ago, customers who custom ordered new vehicles chose add-on features from a long list of options. This proved time consuming for the dealer and sales personnel and costly for the manufacturer, as each vehicle moving down the assembly line required a unique configuration.

Eventually, the manufacturers decided to bundle the options into accessory groupings. As an incentive to buyers, they discounted the prices of these groupings compared to the individually-priced accessories. The result? Buyers bought more accessories, offset-

ting the discounts. This marketing principle can be applied to an employee store and includes the following benefits.

### Retailer benefits

**1. Significant increases in sales per customer.** Bundling products can significantly increase your average sales dollars per customer. For example, packaging a new power drill with a large set of high-speed drill bits can double the sales of the drill, even after trimming the total price of the package by several dollars as an incentive to buy. Adding a drill bit sharpener and extra battery pack to a cordless drill will increase sales per customer even further. Employee store managers can do the same with gift items by creating a bundle of one or more candles, a decora-



**Employees get everything they need when employee stores package office supplies into one bundle.**



tive candleholder, potpourri or room spray, and a small gift book.

**2. A reason to return to your store.** Carefully consider which products to bundle and provide a variety of bundles, making sure to include items that are both consumable and require replacement along with those that have a longer life span. When done properly, this concept encourages customers to return to your store either physically, via mail order or through the Internet to replace the consumables. Then, while they are shopping, you may offer them additional products to compliment prior purchases.

**3. New customers.** Certain merchandise naturally repels segments of the population. Statistically, many women avoid the hardware and automobile aisles. Men, on the other hand, often bypass the gifts and women's clothing aisles. Both cases often occur simply because the shoppers lack the product knowledge necessary to make educated purchasing decisions. This lack of familiarity with the product makes these individuals uncomfortable. Yet, once these population segments discover, through personal experience or word-of-mouth, that your store bundles items into well-thought-out collections of the product, they will beat a path to your door. Today, customers will frequently pay a premium for the ease and convenience of having their shopping dilemmas solved with minimal effort on their part.

## Customer benefits

**1. Shopping made quick and easy.** Bundling helps shoppers make purchasing decisions. Without taking the time to research products before purchasing them,



A Honeywell Inc. employee selects an air purifier and its coordinating filter, displayed nearby.

customers can buy gifts sold with coordinating accessories and feel comfortable with their selections. Properly bundled products make shopping quick and easy for your customers, which today, more than ever, offers the employee store a premium selling position in the marketplace.

**2. Added value and benefits.** Up-selling through bundling products and services not only benefits the retailer, but also the buyer. Far too often we think of selling in terms of individual products and services, rather than providing the customer with solutions. Frequently, customers do not know what they need because today's plethora of product and service offerings create a complexity in finding and selecting optimal solutions. Thus, most customers are unaware of the full range of their product and service choices to make truly informed decisions. Prearranged solutions can often help customers avoid making poor choices.

**3. Repeatable solutions.** We live in a time of unprecedented activity, speed and stress. As a result, an ever-growing segment of customers places convenience and

the assurance of "getting it right the first time" above price in having their needs met. This opens the opportunity for developing this customer segment into a loyal group of buyers who will trust your store to regularly supply certain conveniences. An example would be an employee store that employees can simply call, state the occasion and a price range and allow the sales associate to choose the most suitable bundle. This type of arrangement, formerly only common among corporate buyers and wealthy individuals, has now become quite popular among time-stressed professionals seeking hassle-free service.

## Conclusion

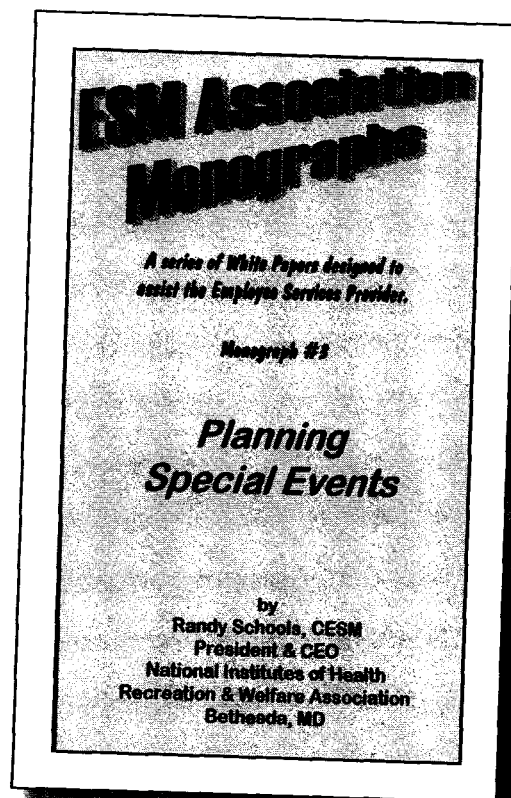
Bundling your products and services can open the door to new opportunities to increase your store's sales per customer, expand product offerings and build loyal customer relationships. All of these can increase profitability and significantly grow your employee store. Best of all, you can begin creating bundles today by simply grouping select items already offered in your store. **esm**

*John Di Frances is the author of the new book, Reclaiming the Ethical High Ground: Developing Organizations of Character, and is an expert on strategic business issues. Since 1983, he has served as the managing partner of Di Frances & Associates, LLC, Wales, WI. For more information, please visit [www.difrances.com](http://www.difrances.com) or call (262) 968-9850.*



# Planning Special Events

Special events are a component of employee services that bring employees, friends and families together. Special events not only promote a unified workforce, but they also boost morale by showing appreciation and rewarding employees for their work. Yet, without guidance, planning special events for a large employee base can be overwhelming, time consuming and costly. The third ESM Association Monograph, *Planning Special Events*, is a how-to guide that provides simple tips for planning successful special events. From selecting the perfect venue to developing a budget, this Monograph will help you plan memorable, enjoyable and cost-efficient events that will give your employees a sense of pride in the company.



Employee Services Management (ESM) Association's Monograph #3, *Planning Special Events*, by Randy Schools, CESM, president and CEO, National Institutes of Health, Recreation & Welfare Association, Bethesda, MD, advises on:

- *Selecting an event site.*
- *Choosing the menu.*
- *Developing a budget.*
- *Evaluating the event.*

This informative brochure is free to ESM Association Members. Also read Monograph #1, *Obtaining Management Support for Employee Services*, and Monograph #2, *Convenience Services for Employees*. View all three Monographs in the Member Resources Section of [www.esmassn.org](http://www.esmassn.org) or order a hard copy from ESM Association.

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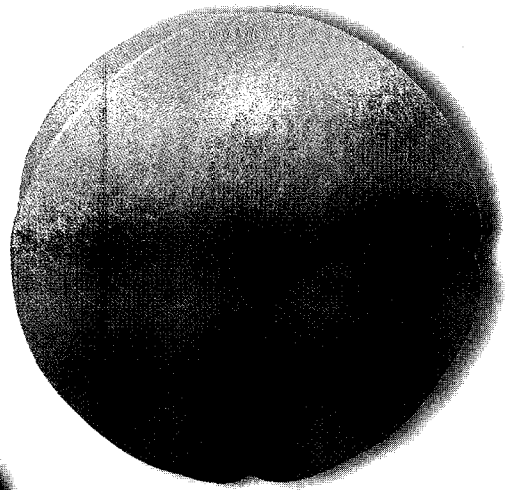
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☐ This brochure is the third in a series of ESM Association Monographs. Please check here if you are interested in receiving Monographs on other employee services topics.

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# On the Ball

**Community partnerships help employee services providers save money in implementing employee tennis programs**

By Glenn Arrington

---

She hadn't picked up a tennis racket in 22 years, but when DeDee Ordemann received an e-mail at work inviting her and her family to attend a Corporate Tennis Fun Night, she immediately signed up. Ordemann, a community relations representative for HealthPartners, a Minneapolis, MN-based health agency, says the tennis clinic was refreshingly different than the usual events planned by the company's social club.

"Typically, we'll go to a baseball game, the theater or other spectator events. But this tennis clinic provided a great opportunity to be physically active," she says. Ordemann and other HealthPartners employees learned basic tennis skills at the clinic, which was held at a local racquet club on a Saturday afternoon. As a result, she and a few of her peers enrolled in a tennis class through the local community education program.

---



## **The chief benefit of the Corporate Tennis Fun Nights is the excellent opportunity they provide for employees to interact with one another while playing tennis.**

By participating in this tennis offering, Ordemann's company joined the fast-growing group of companies nationwide that are including corporate tennis programs as part of their employee services programs. Corporate tennis programs are easy to implement, inexpensive to promote and organize and provide an excellent opportunity for employees to interact with one another and their families while engaging in a healthy activity.

The clinic Ordemann attended was orchestrated by the Northern Section of the U.S. Tennis Association (USTA), White Plains, NY, in alliance with the Minnesota Recreation and Services Council (MERSC), a local chapter of Employee Services Management (ESM) Association, headquartered in Oak Brook, IL. The Northern Section is one of 17 regional sections of the USTA that manages tennis in its geographic areas. USTA sections implement programs at the local level and assist in the USTA's effort to make tennis an accessible, fun and affordable sport for everyone.

### **Making corporate tennis happen**

This past winter, the USTA Northern Section ran seven free Corporate Tennis Fun Nights for MERSC members and their employees and families at area private and public indoor clubs. According to Patty Egart, USA tennis program coordinator, the USTA Northern Section, over 400 people, representing all levels of tennis-playing ability, attended the two-hour events. "It's fun to see non-players try tennis for the first time, to see former players get back to a game they have been away from for a while and to see experienced players go away with some good tips on improving their game," Egart says.

E-mails and flyers at the respective corporations announced the details of the event, making it simple for employee services providers to promote these events to employees and encourage them to bring their families. Along with signing up via e-mail, employees indicated their approximate tennis skill level and the ages of their children. Once the USTA determined this information, the event planning began.

### **At Corporate Tennis Fun Night**

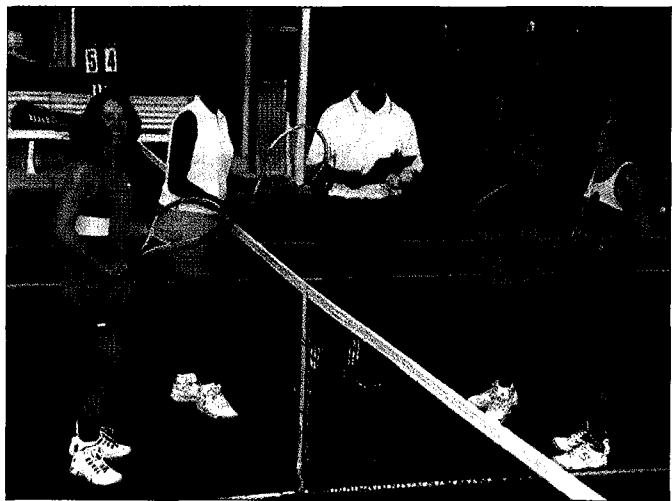
In Minnesota, the local clubs were very accommodating to Egart's groups, welcoming them free-of-charge and even providing tennis professionals to staff the clinics. The USTA provided additional clinicians to bring the ratio to 8-10 participants for each tennis professional.

At the clinic, employees and their families were placed in small groups at various tennis courts with a tennis professional stationed at each court. Each professional instructed their group on a specific skill and ran a fast-moving drill or game. Every 20 minutes, everyone rotated to a different court where they learned a new skill and played a new game. At the end of the clinic, the organizers served pizza and soft drinks while Egart handed out flyers explaining how to receive information about community tennis programs, indoor tennis programs and league tennis. In the flyer, she included directions to the USTA website for information about various community tennis programs, local clinics and tournaments.

### **Why tennis?**

Corporate Tennis Fun Nights are easy to implement and inexpensive to promote and organize. For each clinic, Egart spent about \$300 for the clinicians and \$150 for refreshments. The promotion, organization and preparation of the clinic required minimal cost. The USTA can arrange for the purchase of low-cost promotional items and giveaways used to publicize the event.

The chief benefit of the Corporate Tennis Fun Nights is the excellent opportunity they provide for employees to interact with one another while playing tennis. Tennis is an inexpensive game that is easy to learn as well as a healthy and enjoyable activity for players of all skill levels.



**The U.S. Tennis Association helps employee services providers plan tennis outings by teaming up the company with a local athletic club.**



Tennis has always been a beneficial physical activity, but in recent years more companies have realized the social benefits of the sport. The USTA recently announced the extension of USA Tennis Plan For Growth, a comprehensive initiative aimed at revolutionizing tennis participation in America. As part of the initiative, the USTA developed a number of programs for people of all ages and skill levels. One program, USA Team Tennis, offers the opportunity to play organized matches in a noncompetitive atmosphere with an emphasis on fun, fitness and forming friendships.

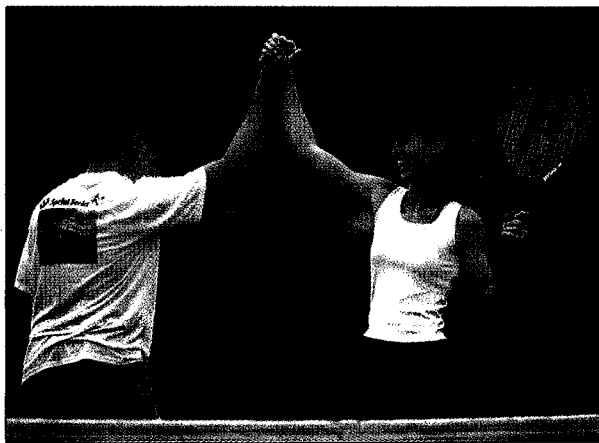
### Program flexibility

The events Egart put together in Minnesota are just one example of how to implement a corporate tennis program. Employee services providers can arrange for adult, child or departmental outings. The USTA program directors can customize each tennis clinic to meet a variety of goals set forth by the participating company—from social outings to competitive activities engaging the entire workforce. They also plan tennis matches, contests and team events that accommodate employees with a variety of skills and athletic abilities and include everyone.

Many companies begin with entry-level instructional programs for individuals looking to learn a new activity or to lose a few pounds with friends. What often results is an energized group of new tennis players anxious to get a company-wide league started. Very soon, the confines of employee competition are not enough and companies are eager to develop full-scale tennis leagues similar to traditional team sports such as volleyball and softball.

### Bringing people together

Many employees praise corporate tennis programs. "The number one comment I hear at these clinics is 'I would play more tennis if I just had someone to play



Employees enjoy the opportunity to exercise and meet coworkers.



The tennis outings encourage families to recreate together.

with," Egart says. "I am hoping these clinics help players connect with others in their company to play with and encourage them to participate in community and club programs," she adds. The majority of participants in the free corporate clinics were mothers and fathers with their children. Egart hopes these clinics lead to more families "getting out and playing tennis together."

One such family is that of Mario Orozco, who works for GE Capital Fleet Services, Eden Prairie, MN. When he took his wife and son to a clinic last year, it was the first time his son had ever set foot on a tennis court. Now they play tennis together regularly. "As a family, playing tennis has allowed us to spend quality time together and we have memories for a lifetime," Orozco says. The experience has also affected his life at work. "It has made our family closer, and the happiness from home carries over to my work life. It introduced us to a wonderful family sport and it keeps us active and off of the couch," Orozco says.

### Conclusion

Bringing tennis into the workplace is easy for employee services providers because the USTA has already perfected the planning and organization of corporate tennis programs. All employee services providers have to do is grant employees access to the service. Corporate tennis helps strengthen the immune system, provides anaerobic fitness and cross training and enriches the social lives of employees by giving them a chance to network and connect with colleagues throughout the company.

**esm**

*Glenn Arrington is a national administrator for the U.S. Tennis Association, White Plains, NY. For information about starting a corporate tennis program for your company or organization, contact him at [arrington@usta.com](mailto:arrington@usta.com). For more information on where and how to play, visit [www.usta.com](http://www.usta.com).*



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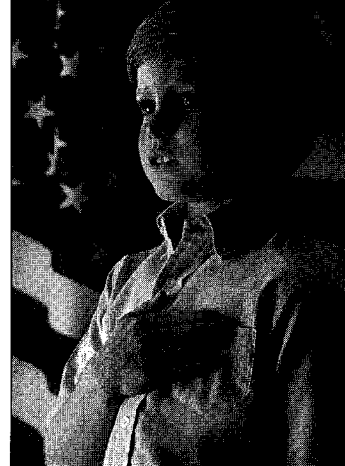
Achieving CESM status means you are committed to your work and the profession. Consider applying for certification status and begin your journey toward developing your career by establishing yourself as an expert in the field.

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# A time to Remember

By Renee M. Mula

## How ESM Association Members implemented employee services to commemorate September 11 at work

**W**hether they participated in planned events, wore red, white and blue or simply paused for a moment of silence, millions of American employees set aside time from their workday on September 11, 2002 to pay tribute to the people affected by acts of terrorism one year ago. Employee services providers played integral roles in the organization of employee activities that honored the heroes and victims of the tragedy. During a recent ESM Association E-Mail Listserve\*, ESM Association Members shared how their workforces expressed American pride on this special day.

**Rea Jean Hix, manager, associate relations & activities, Grange Insurance Co., Columbus, OH**

"We encouraged associates to wear red, white and blue on September 11 and we displayed the American flag on each floor of our building. At the time of the first attack, our president came on our PA system, asked for a moment of silence and delivered a short speech in remembrance of those that lost their lives that day."

**Elizabeth Bremer, CMP, corporate concierge, Direct Supply, Inc., Milwaukee, WI**

"On September 11, we planned a company-wide cookout at lunchtime. We have three cookouts a year and we felt it would be a good day to come together to remember and celebrate our partnership and friendship as employees. We decorated our work site in a subtle patriotic theme and our president said a few words."



**Deborah Davis, CESM, manager, human resources, Safeway, Inc., Arcadia, CA**

"Our company allowed employees to dress casual with a red, white and blue theme. Throughout the day, patriotic music played in our retail stores and support facilities."

**Jim White, senior team manager, recreation, Eastman Chemical Co., Kingsport, TN**

"Eastman Chemical Co. organized a community-wide program by inviting church parishioners to attend a special event in our 1,700-seat auditorium in lieu of their regularly-scheduled Wednesday night services."

**Sandi Fellman, human resource assistant, Trane Co., St. Paul, MN**

"We held a Brown Bag University session where a mental health worker came in to discuss dealing with national stress. We also encouraged employees to wear red, white and blue."

**Lynn Clark, AVP, employee relations, Memorial Hermann Healthcare System, Houston, TX**

"As part of our annual Partners in Caring Culture Celebration, we gave each employee partner a red, white and blue pin in the shape of a ribbon to commemorate the events of September 11 and to remember and honor all those who lost their lives or loved ones on that date."

**Nancy Santos, program administrator, Maricopa County, Phoenix, AZ**

"Maricopa County held an event during a baseball game at the Bank One Ball Park. Flags were donated for the employees attending this event and we paused for a moment of silence."

**Pauline Murphy, manager, corporate services, BMC Software, Inc., Houston, TX**

"We purchased red, white and blue pins that were in the shape of the international ribbon design and sent them to all employees on a card with a message from our CEO. All employees were asked to wear these pins on September 11 and for as long as they wish. At the time the first plane hit the World Trade Center, we asked employees to pause for a moment to remember all those involved in this tragedy."

**Bonnie Higgins, CESM, benefits manager, Eckerd Family Youth Alternative, Clearwater, FL**

"During a United Way fundraiser, employees sent red, white or blue carnations to fellow employees or donated the flowers to a special tribute display. In addition, employees purchased 'tribute cards' and wrote special messages on them. The cards and carnations were displayed along with flags in the front of our chapel during the week of September 11. We also held a memorial service on September 11 that included a bagpipe player, a moment of silence and a sharing of personal stories."

**Carolyn Stone, employee activities manager, Assurant Group, Atlanta, GA**

**"Assurant Group held a low-key observance of the day.** A message from our president came up on employees' computers when they booted up. We made available a downloadable graphic commemorating September 11 for use as computer wallpaper. Posters displayed this same graphic at each work site. Additionally, two major sites held a special Blood Donor Recruitment event for blood drives scheduled later in the month. This was particularly meaningful at one location because the American Red Cross was onsite on September 11, 2001 conducting a regularly-scheduled blood drive when their personnel were called back to the American Red Cross office to assist with relief efforts. Other sites set up blood drives or let their employees know when and where one would be held in their city."

## Conclusion

On September 11, 2001, American workforces looked on as employees, working in offices similar to their own, suffered the effects of terrorism. The result was a threat to the security and safety of the American workforce. Months later, a fear of terrorism in the workplace resonated. Today, we are still reminded of this tragedy through the stories of families who lost loved ones and through a weak economy that may not flourish again for years to come. Company-wide events and morale-boosting activities—such as the ones ESM Association Members planned for their employees—help rebuild a sense of community and togetherness in the workplace. It is these acts of patriotism and pride that will help our nation move forward and rise above our country's enemies.

**esm**

*Renee M. Mula is editor for Employee Services Management (ESM) Magazine, published by ESM Association, Oak Brook, IL. She may be reached at (630) 368-1280 or [reneemula@esmassn.org](mailto:reneemula@esmassn.org).*

\*The information from this article was compiled from ESM Association's E-Mail Listserve. If you are interested in asking your peers for advice about employee services and receiving feedback via e-mail, contact ESM Association Headquarters at [esmahq@esmassn.org](mailto:esmahq@esmassn.org).



# In the Spotlight

## **The top ten reasons why Miller Brewing Co. is a great place to work**

**By Christina Higby**

**E**stablished in 1855, Miller Brewing Co., Milwaukee, WI, ranks among the city's best places to work for a variety of reasons. Sue Rowe, CESM, employee programs manager, Miller Brewing Co., asks, "Where else can you take in an aerobics class at lunch, shoot a game of pool after work, and pick up a frozen pizza or a box of macaroni and cheese—all without leaving the office?" At headquarters, 2,100 employees enjoy perks ranging from the standard, such as a business casual workplace, to the truly unusual, including a free case of beer on their birthdays. Below are 10 employee services that make working at Miller Brewing Co. fun.



### 1. "The Wooden Barrel"

This onsite employee convenience store is where Miller Brewing Co. employees can purchase food products made by Philip Morris subsidiaries. Items sold include Oscar Mayer products, Kraft macaroni and cheese, Tombstone frozen pizza, DiGiorno pasta and sauces, Jell-O puddings and gelatin, and much more. The store, which is open 9:00 a.m.-6:00 p.m., Monday through Friday, also provides greeting cards, photo processing, Milwaukee County Transit System bus passes, shipping of personal packages, fresh flowers, shoe repair, and dry cleaning. Discounted tickets to local attractions such as Noah's Ark, Six Flag's Great America and the Wisconsin State Fair are readily available for purchase. The store also offers employee discounts on frozen bulk packages of hamburgers, hot dogs and chicken breasts. At the Miller Tour Center Gift Shop, employees can find discounts on dozens of styles of Miller-branded clothing, memorabilia, souvenirs, bar taps, darts, and mirrors.

### 2. The "Miller Time Center"

A one-of-a-kind place for business meetings and casual after-work events, the Miller Time Center features such tavern favorites as pool tables, pinball machines and darts and combines them with creative brainstorming nooks and a multimedia presentation area to create a truly unusual, yet useful, space. Employees can play cards around a picnic table, or network among peers in the back of a stationed indoor pickup truck. There's even a punching bag for releasing creative energy. Each day, 4:30 p.m.-7:00 p.m., employees can stop in the Miller Time Center and enjoy a complimentary beverage.

### 3. Holiday break

To help employees recharge during the holidays, Miller Brewing Co. is closed between Christmas and New Year's Day. These days are not considered employee vacation days, but company holidays.

### 4. Employee giveaways

Each Milwaukee-area employee receives a complimentary pair of tickets to Summerfest—an annual 10-day summer festival including food and music. All interested employees are eligible to participate in raffles to win tickets to ethnic festivals, sporting events, concerts, and more. Past employee giveaways included Super Bowl trips, Green Bay Packers games, courtside seats for the Milwaukee Bucks, and Marcus Amphitheater concerts. The company also subsidizes employee season ticket packages for the Milwaukee Brewers at County Stadium.



**Sue Rowe, CESM, employee programs manager, Miller Brewing Co., Milwaukee, WI.**

### 5. A 6,000-sq.-ft. Fitness Center

The Fitness Center features full cardiovascular aerobics classes; weight-lifting and light-weight areas; and a three-lane, one-eighth mile track. Every other week, physical therapists offer onsite chair massages in the center. Access to the Fitness Center is available at no cost to all Miller Brewing Co. employees and includes consultations with a fitness expert who is available daily to advise employees on wellness and fitness activities. An annual Wellness Week is sponsored by the Fitness Center with services such as flu shots and cholesterol and vision screenings. A new basketball court atop the Miller Brewing Co. parking structure is a favorite hangout for lunchtime athletes.

### 6. Free beverages

The ultimate Milwaukee perk—employees receive three free cases of beer each month (they can choose from any of Miller's brands). Each employee is also rewarded with an extra case on his or her birthday and during the holidays. Employees are included in new product introductions with desktop delivery of a bottle of newly-launched brands. Individual beer brands sponsor employee events where employees can win brand-identified merchandise or a trip to a concert.

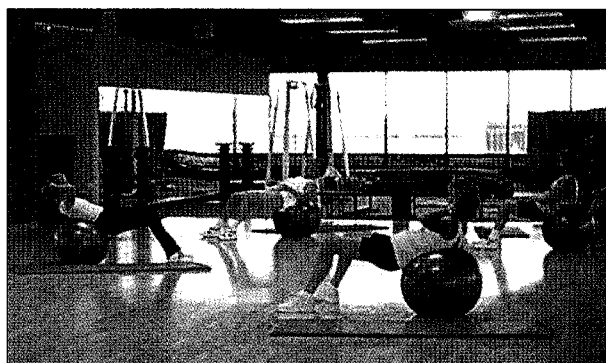
### 7. Special events

Employees participate in special events ranging from bill-signings by former Governor Tommy Thompson to visits by such dignitaries as Martin Luther King, III. In



**It's Miller Time: The Miller Time Center's sports bar atmosphere fosters relaxation and creativity during business meetings.**





**With floor to ceiling windows overlooking the city of Milwaukee, Miller's Fitness Center provides employees with a bright, sunny location to get in shape.**

1996, when the Green Bay Packers and the Carolina Panthers battled for the National Football Conference Championship and a trip to the Super Bowl, employees at Miller Brewing Co.'s Milwaukee and North Carolina facilities competed in their own Corporate Challenge, featuring games, prizes and fun. Special guests have addressed the employee population, including NBA

Miami Heat Coach Pat Riley and Green Bay Packers Quarterback Brett Favre. Plus, whenever NASCAR Driver Rusty Wallace—driver of the #2 Miller Lite Ford—is in town, he stops by headquarters to sign autographs and pose for photos with employees.

### 8. Complimentary breakfast

Employees start their days on full stomachs with a free breakfast that includes coffee, hot tea, Crystal Light, muffins, cookies, breads, and hard rolls.

### 9. "Miller Day at Miller Park"

This annual tradition offers each employee a pair of tickets to one of the opening games at the new stadium as well as the opportunity to win great prizes. Prizes include throwing out one of the pre-game "first pitches," enjoying the game from the Media Booth, or riding a Harley-Davidson motorcycle around the bases during the pitching changes.

### 10. Community services opportunities

Employee volunteers manage Miller Brewing Co.'s Employee Fund. The volunteers review grants and proposals to determine which charities employee-fundraising money will go toward. "Deck the Halls" is an annual program that begins the Monday after Thanksgiving. Employees donate gifts, such as toiletries and nightgowns, to area shelters for abused women who have fled from their homes. "Miller Day of Caring" encourages employees to spend one workday of philanthropy with coworkers through such services as painting walls, sorting food at food pantries and reading to the elderly. Miller Brewing Co. provides buses for the larger groups to locations such as the Salvation Army or Hunger Task Force. **esm**

*Christina Higby is editorial assistant for Employee Services Management (ESM) Magazine, published by ESM Association, Oak Brook, IL. She can be reached at (630) 368-1280 or christinahigby@esmassn.org.*

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MAG



## Evaluating your EAP

### Are you receiving the best service from your Employee Assistance Program supplier?

By Lillian Mendez, LSCW, CCM, and Steve Barlow

**R**ecent studies show that employees across the country are distracted, stressed and having difficulty sleeping and concentrating since the events of September 11. For most employees, the stresses of life do not disappear at the office door. Departmental managers, whose job it is to maintain employees' peak performance, must be sensitive to life outside the workplace.

To address employees' needs, many companies have adopted Employee Assistance Programs (EAPs). An EAP is a management tool, often provided by an outside supplier, that helps prevent employees' stress from having a significant impact on a company's bottom line. By providing easy and confidential access to counseling services, an EAP helps employees keep personal challenges from overwhelming their lives and affecting their job performance.

Although attention to EAPs is growing in light of terrorism, many companies have used EAPs in more common situations. For example, many managers start exploring EAPs when an employee faces termination due to personal problems that have affected his or her work. Termination situations are stressful for everyone involved, and managers often move to prevent future occurrences. Proactive use of an EAP provides employees

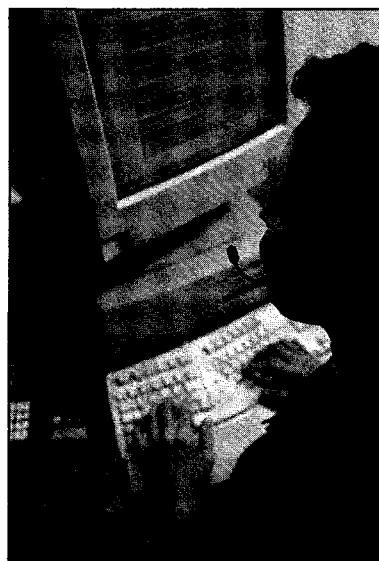
with a resource to help manage their stress before it affects their work.

Many EAPs are administered in conjunction with existing insurance programs and provide employees and their families with a continuum of services at little or no cost to the employee. In addition, EAPs provide managers with comprehensive training and marketing materials to publicize the availability of the program.

#### Signs of a quality supplier

As with many employee services programs, an EAP offers a range of services. When selecting an EAP, an employee services provider should look at four program elements to determine which supplier meets the company's needs: approach to service, supervisor training, reporting procedures, and crisis plans.

**Approach to service**—There are two types of EAP models: staff and network. In a staff model, a counselor or therapist meets with employees at a single-provider site. While employees have face-to-face contact with a counselor,





## Because problems don't always occur during work hours, a quality EAP will provide 24-hour access seven days a week.

the counselor may or may not have the diverse background to advise on all types of issues. By contrast, a network model contracts with specialists in a range of fields and geographic locations. When an employee calls the EAP service number, he or she first speaks with a case manager who then refers the employee to an appropriate specialist. Because problems don't always occur during work hours, a quality EAP will provide 24-hour access seven days a week.

**Supervisor training**—Supervisor training is one of the most critical elements of any EAP. Managers are responsible for supervising the performance of their employees. However, getting involved in an individual's personal problems could lead to trouble. In some cases, a manager is uncomfortable pointing out a perceived problem to a long time employee. It is important that supervisors learn to identify problems and effectively communicate their concerns to employees.

A quality EAP trains supervisors to handle difficult employee communications in an objective manner.

**Reporting procedures**—EAP reports are generally grouped by areas of diagnosis. Federal laws protecting the confidentiality of mental health information apply to EAPs. Therefore, employers do not receive details of counseling sessions. If participation is mandatory, or the employee signs a release form, such as in the case of a drug-free workplace violation, the EAP provider gives limited information to the employee's manager. Management reports include only age, gender and general types of service provided. Employee services providers can use the reports to identify particular areas of stress and create employee services programs to help all employees. Examples of an employee services provider responding to stressors affecting a group include hosting time management workshops, creating onsite wellness programs and instituting flex-time policies.

**Crisis plan**—Another important consideration when evaluating an EAP program is its crisis response plan. Newspapers are filled with stories about violence in the workplace, but not all crisis situations are as publicized. A coworker's death, a loss caused by a natural disaster or another tragic incident can be devastating to employees. In these types of situations, an effective EAP will proactively dispatch caseworkers to assess the needs of employees.

## Conclusion

EAPs increase productivity, loyalty and employee morale. They are an important component in creating a comprehensive employee services package. When a company proves it cares about its employees' lives, not just their work, employees have a greater sense of commitment to the organization.

**esm**

Lillian Mendez, LCSW, CCM, is executive director and Steve Barlow is vice president of operations for Life's Solutions EAP, a product of Psych/Care Inc., Miami, FL, an affiliate of ADP TotalSource. Psych/Care provides Drug-Free Workplace and Employee Assistance Programs for small- and medium-sized companies throughout the U.S. For more information, call (800) 447-3237.

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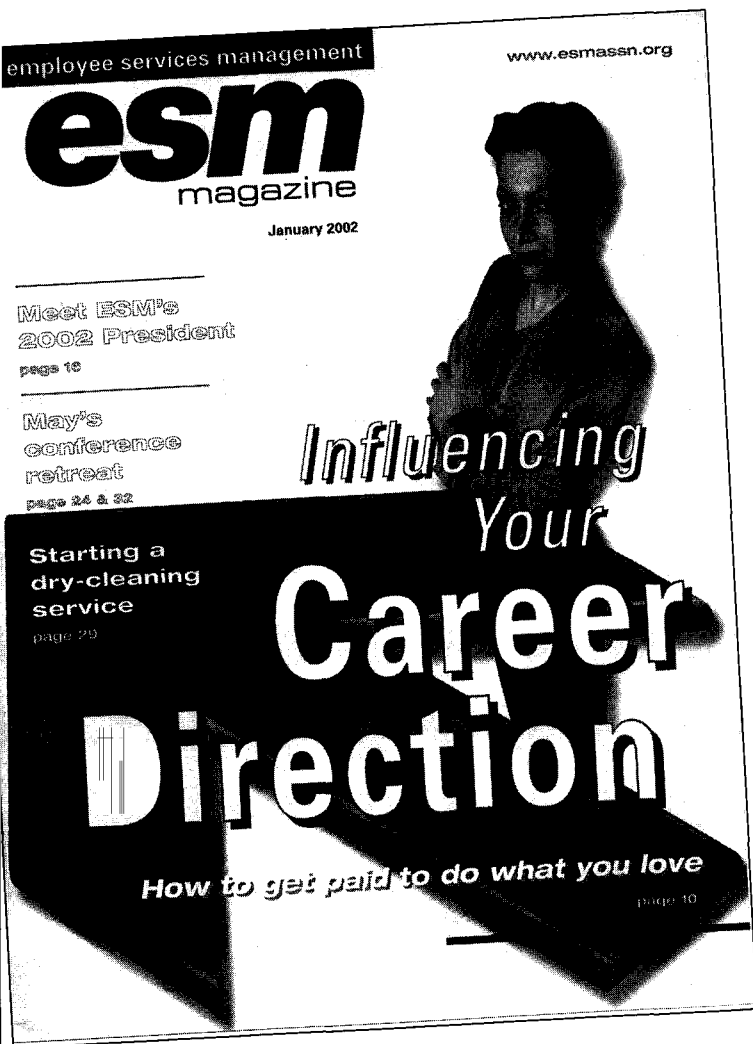
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## **A recent *Wall Street Journal* report indicates that within a few years people will spend three to four hours a day on e-mail.**

At this pace, they are most likely approaching work in the same manner they have in the past, but maybe a little faster. Maybe.

The kicker is that some of the tasks employees labor over are unproductive or insignificant. In fact, many of them actually cost rather than save time and money. Research at a multinational food company reveals that employees spend 15 percent of their time performing value-added work, 20 percent doing necessary work, 20 percent working on unnecessary tasks, 15 percent not working at all and—imagine this—30 percent of their time reworking. A major cause of reworking is making hasty decisions. Despite the fact that employers are asking workers to produce more, employees instinctively know that quality counts more than quantity. The Xerox/Harris Interactive study found that seven out of 10 employees think generating higher-quality work is the best method for success.

### **What's holding us back?**

One time and energy waster is the very technological breakthrough that was supposed to make us all more efficient—e-mail. Most people are spending over an hour a day on e-mail alone. A recent *Wall Street Journal* report indicates that within a few years people will spend three to four hours a day on e-mail.

How much e-mail is really important? When the report posed this question to employees in over 100 companies of all types and sizes, the answer was 10 percent. Consequently, most employees spend over 50 minutes of each



e-mail hour on messages that keep them from moving forward. If what they're doing isn't moving them forward, it's holding them back.

Paper is another productivity problem. Having to produce and read large files and documents steals time, saps energy, costs money, and often keeps employees from forward-thinking projects. When Xerox and Queens University looked into the problem, they discovered 40 percent of employee time spent on documents delivers "little or no value" and reduces time with customers. Employees actually spend more time receiving and reviewing documents than they do creating them. Proctor & Gamble, Cincinnati, OH, has a solution: documents, whether created on paper or electronically, cannot exceed one page. Even when employees write multimillion-dollar advertising proposals they can provide support materials, but the entire message must be summarized on a single page.

While e-mail and paper consume much of our precious productivity, endless meetings chew up the remainder of time. Surveys show meetings are rarely sources of innovative thinking. Respondents in the Xerox/Harris Interactive study say they produce as many creative ideas lying awake in bed at night as they do in meetings.

### **Conclusion**

As you enjoy the rest of the summer, ponder how to reduce the labor you exert on tasks that waste time and decrease your productivity and quality of life. Are there some tasks you can eliminate or perform more efficiently through technology or by delegating the work? Initiating changes to your workday will enable you to work smarter and dedicate more time to labors of love.

**esm**

*Robert Kriegel, Ph.D., is a former advertising executive, faculty at Stanford University's Executive Management Program and the author of several best selling books including his most recent, *How to Succeed in Business Without Working So Damn Hard*. He may be reached at (530) 478-1700 or bob@kriegel.com.*



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## Doing more with nothing

### Why the new approach to work isn't working

By Robert J. Kriegel, Ph.D.

**T**he holiday season is only a few months away and we sure could use the time off. These days, most of us are working hard and often. It's common knowledge that everyone employed in this unpredictable economy and highly competitive work environment has to do more with less or, as one manager put it, "do more with nothing."

A nationwide office productivity study by Xerox, Stamford, CT, and Harris Interactive, Rochester, NY, reveals that most employees work over 60 hours a week and over 33 percent work weekends. A focus on working faster and cheaper has created a workplace where employees must shift into high gear. Unfortunately, this work style not only increases stress, but undermines effectiveness and productivity.

#### **The overworked syndrome**

When employees rush around, they fail to communicate well.



They talk quickly and often and stop listening. The result of marathon schedules is often a lack of teamwork and a deterioration of customer service, cognitive ability and quality of work.

In the Xerox/Harris Interactive study, employees report that they perform at optimal levels four to five hours a day. So, for the other half of the day, they must work slower, their thinking is muddled and they make more mistakes. It's challenging for employees to develop new ideas when they must dash from meeting to meeting or constantly tend to e-mail.

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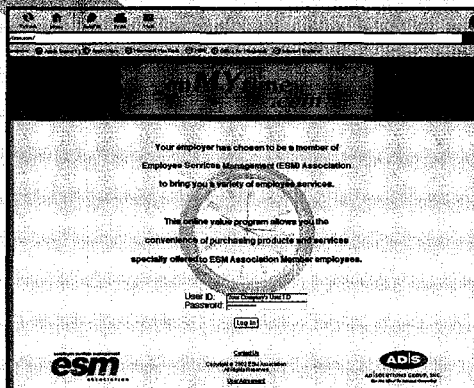
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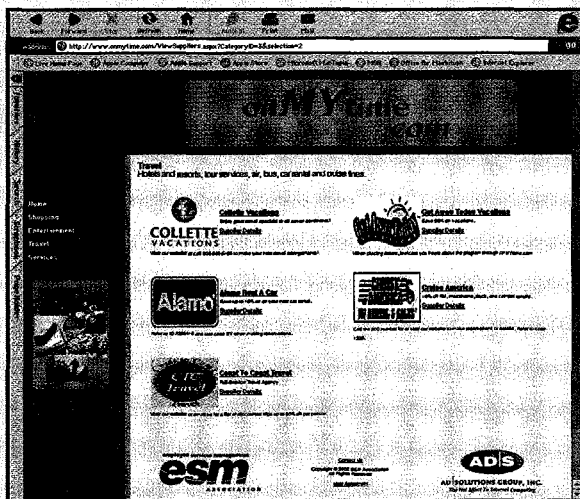
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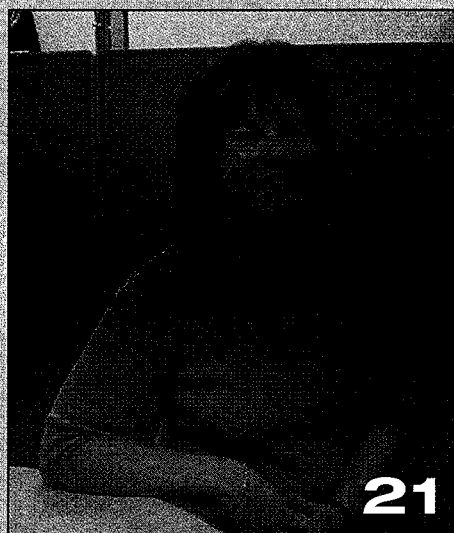
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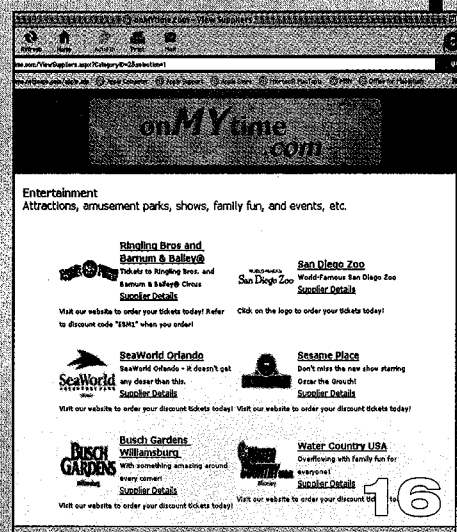
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Companies across the U.S. are encouraging employees to take time off from work to travel with coworkers and their families through the company's group travel program. Learn which employees will benefit from this service, how to choose travel suppliers and which vacation destinations will sell.

### 16 Test driving onMYtime.com

ESM Association President Cindy Jameson, CESM, director of human resources, Time Warner, Clearwater, FL, shifts her employee program into high gear by adding ESM Association's newest member benefit, onMYtime.com, to her offerings. In this interview, Jameson shares her experiences in implementing this online buying program at Time Warner.

### 21 In the spotlight: CIGNA Corp.

Employees receive special treatment at CIGNA Corp., where a Department of Motor Vehicles van parks on campus, helping employees avoid the traditionally long lines. Learn more about this service and CIGNA Corp.'s other convenience services.





## Back to basics

Employee services programs help employees focus on what really matters

**T**oday's workforce includes more single-parent and two-income families than ever before. The resultant balancing act between work and personal life makes time precious. Recognizing employees' need for time management, many companies offer services that help employees save time and provide opportunities to get together with loved ones. Use the research findings, program ideas and tips in this issue of *Employee Services Management (ESM) Magazine* to encourage employees to escape from the office and enjoy life outside of work.

The 10 Components article, "Americans Value Spirituality on the Job," page 5, reports that employees believe spirituality plays a very significant role in the workplace, especially since September 11, 2001. By incorporating spiritual elements into employee services offerings, companies give employees the chance to reconnect with what really matters to them—family, friends and their inner selves. Wellness programs are one outlet for fostering spirituality. Other articles in this issue provide additional ideas for helping employees make time for themselves.

For example, employee services providers may help employees get away from it all with a group travel program. Pre-planned group travel excursions remind employees to utilize the vacation time they've earned. This month's cover story, "Planning Dream Vacations," page 12, teaches readers how to create a program that helps employees reach their dreams of traveling to exciting destinations. Get the inside scoop on including retirees in an employee travel program, plus tips on how to appeal to different travel tastes.

The holiday season is upon us and employees will soon be struggling to balance work with holiday event planning and shopping. Employees not only desire special offers on gifts this holiday season, but they also want the convenience of shopping from the comfort of their own computers. ESM Association's newest member benefit, onMYtime.com, helps companies meet the holiday shopping needs of their employees. And, it's available at no cost to ESM Association members. With more than 200 members already taking advantage of this new service, website traffic has more than quadrupled in recent months. In the article "Test Driving onMYtime.com," page 16, ESM Association President Cindy Jameson, CESM, director of human resources, Time Warner, Clearwater, FL, explains the need for online buying and how she implemented onMYtime.com at her company.

Sometimes, it's the simple, low-cost programs that deliver the biggest conveniences to employees. The "In the Spotlight" story, page 21, explains how Marci Kinnin, CESM, work/life programs coordinator, CIGNA Corp., Bloomfield, CT, helps make employees' lives easier by inviting the local Department of Motor Vehicles onsite to handle employees' vehicle service needs. Kinnin also manages the company's discount ticket program, which gives employees ideas for planning outings with family and friends.

The stress of an uncertain economy has left many employees longing to reconnect with their inner spirits and focus on what they value most in life. Employee services programs structured to boost morale, build camaraderie and make employees' lives easier can help workers strike a balance in their lives and leave some of their worries behind. The result is a more dedicated and productive workforce.

Renee M. Mula

Editor

reneemula@esmassn.org

*Renee M. Mula*

### Publisher

PATRICK B. STINSON

### Editor

RENEE M. MULA

### Editorial Assistant

CHRISTINA HIGBY

### Designer

DALE A. DODSON

### Advertising Sales Offices

ALISON BASHIAN

Bashian & Associates, Inc.

33610 Solon Rd., Solon, OH 44139

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Fax (440) 349-3447

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ROBERT H. KRUEH

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employee services management

# esm

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esmahq@esmassn.org • www.esmassn.org



**ESM ASSOCIATION  
HEADQUARTERS**

2211 York Rd.  
Suite 207  
Oak Brook, IL  
60523-2371  
(630) 368-1280  
(630) 368-1286 FAX  
<http://www.esmassn.org>  
[esmahq@esmassn.org](mailto:esmahq@esmassn.org)

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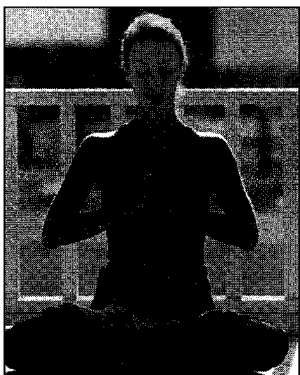


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## Americans value spirituality on the job

One-third say their spiritual concerns in the workplace have increased since September 11

By Ken Greenberg

**W**hile the notion of faith-based initiatives occupies center stage in an ongoing public policy debate, spirituality is already a constant companion in the workplace, according to a new nationwide survey. Spiritual concerns play an important role in the day-to-day work lives of over half of all American employees and that role increased post September 11, 2001, according to the *ACT.1 Workplace Spirituality Study*, conducted by MarketFacts TeleNation of Chicago for ACT.1 Group, Torrance, CA. Use the conclusions from this study to justify the implementation of wellness programs that help employees remain spiritual. See Sidebar A, p. 6, for program ideas.

### Summary of results

The *ACT.1 Workplace Spirituality Study* asked over 650 employed Americans how large a role spirituality plays in their day-to-day work lives and if that role has changed since the events of September 11. Results reveal that over 55 percent of working Americans say spirituality plays a "very significant" or "important" role on the job, with 34 percent saying this role has increased since September 11. An additional 16 percent of those sur-

veyed say spirituality plays at least some role in the workplace, while 28 percent say it plays a minor role or no role at all.

"It's clear that many Americans incorporate spiritual elements into their lives that aren't left at the door when they go to work," says Janice Bryant Howroyd, chairman, CEO and founder, ACT.1 Group. "However it's defined, spirituality is something that shapes who we are as people and how we make decisions. Increasingly, Americans

are taking that sensibility with them to the office or job site," Howroyd says.

Overall, the findings show that women, employees in the South and those between the ages of 35 and 69 care most about spirituality on the job. That said, respondents across all demographic groups report an increase in the role of spirituality since September 11—and, tellingly, only one percent say their concerns with spiritual matters decreased since that



## The 10 Components

fateful day. Over 63 percent of women say spirituality plays a "very significant" or "important" role in the workplace, compared with only 48 percent of men. Americans also differ predictably by region, with the strongest support for spirituality in the workplace found in the South (64 percent calling it "very significant" or "important"), followed by the Midwest at 59 percent, the West at 46 percent and the Northeast at 43 percent.

Spirituality in the workplace appears to grow in importance as people age—until the nominal retirement age of 65, when it abruptly drops almost by half. Forty-five percent of respondents in the youngest group surveyed—ages 18-24—say spirituality is a "very significant" or "important" consideration on the job. That

number increases to 52 percent for those ages 25-34 and to 59 percent for the 35-44 age group, where it remains until age 65; it then drops precipitously to nearly 33 percent, likely because many of these respondents are retired and no longer in the workplace.

### September 11 shifts

While the majority of respondents in each demographic group report that their levels of spirituality at work remain the same since September 11, there are notable increases in spirituality among some groups. Forty-five percent of the respondents in the 18-24 age group say the role of spirituality increased since September 11—the same percentage who say they see that role as "very significant" or "important." The difference between males and

females is noteworthy, with 42 percent of women reporting an increase while only 27 percent of men agree.

Although the Northeast was most tangibly affected by the events of September 11, those from the South represented the highest regional increase (37 percent) of those reporting a change in the importance of spirituality at work. The Northeast and West followed with 35 percent and nearly 34 percent, respectively.

"The workplace isn't peripheral to the fallout of September 11, it's central—symbolically and practically," says Howroyd. "While it's revealing that one-third of the employees surveyed believe spirituality is more important today than it was on September 10, 2001, it's even more telling to consider the two-thirds who say it has

Sidebar A

## WELLNESS PROGRAMS THAT RAISE SPIRITS

The *ACT.1 Workplace Spirituality Study* shows employees desire spirituality at work. *ESM Magazine* suggests implementing the following spirituality programs to reduce stress and boost morale in the workplace.

**Exercise programs:** Meditation or yoga classes give employees the opportunity to slow down and reconnect with their inner selves.

**Quiet room:** Designate a quiet room on each floor of your building and encourage employees to visit it whenever they feel the need to retreat from everyday work stress. Choose a room with a view and fill it with plants, potpourri and music.

**Convenience services:** Make it convenient for employees to tune into their spirituality. In the employee store, offer CDs, books and videos that promote spirituality, teach relaxation techniques and encourage self-discovery. Present these items to employees as recognition gifts.

**Lunchtime seminars:** Stress Management, Spirituality in the Workplace and Discovering Your Family Tree are popular topics. Invite experts to discuss them during a brown bag lunch.

**Employee clubs:** Implement an employee club based on the philosophies of Talk Show Host Oprah Winfrey. Call it "Renewing Your Spirit" and invite employees to get together each month to share stories of appreciation for life, friends and contentment.

**Fifteen-minute massage:** Reward employees for their hard work by inviting a physical therapist onsite twice a week to provide employees with 15-minute chair massages at a reduced rate.



stayed the same. To me, this means that spirituality has been present in the workplace all along—a quiet presence perhaps, but there nonetheless. The events of September 11 certainly amplified this trend, but they did not create it," she explains.

## Other key findings

### Marriage and family matter.

Sixty percent of married respondents say spirituality plays a "very significant" or "important" role in their work lives, while 49 percent of non-married respondents agree. Similarly, those with children feel more strongly about the role of spirituality in their day-to-day work lives than those without—61 percent to 49 percent, respectively. Interestingly, slightly higher numbers of non-married respondents, as well as those without children at home, report an increase in the role of spirituality since September 11.

### Lower income, higher faith.

Respondents with household incomes less than \$25,000 are most likely to value spirituality in their day-to-day work lives, with 62 percent calling it "very significant" or "important." Those earning \$75,000 or more annually are least likely to agree—although over half of that group (54 percent) still describe spirituality as "very significant" or "important." Those with household incomes between \$50,000 and \$75,000 are most likely to have an increase in spiritual awareness (nearly 40 percent) since September 11.

**Education and spirituality—a match.** Respondents with the highest levels of education are most likely to value spirituality in the workplace. Fifty-eight percent of those with post-graduate

degrees and 57 percent of those with some college to graduate degrees say workplace spirituality plays a "very significant" or "important" role compared with 51 percent of those with a high school diploma or less.

**Diversity a factor.** Generally speaking, non-whites are more likely to value workplace spirituality as "very significant" or "important" than whites, 59 percent to 54 percent. Nonetheless, a higher percentage of whites say that the role of spirituality at work has increased since September 11 (34 percent compared to 31 percent for non-whites).

## Conclusion

"These findings should prove especially insightful to companies that want to retain their employees

and keep them productive and satisfied at work," Howroyd says. "Employers need a deeper understanding of the filters their employees use to help shape their perspectives and make the ethical and moral decisions they face on the job every day. Too many companies give the spiritual dimension short shrift. Organizations should be open to assuming a role in spiritual matters that many have traditionally regarded as off-limits," she says.

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*Ken Greenberg is president and CEO of Edge Communications, Inc., Calabasas, CA. You may contact Greenberg at (818) 719-9292 or [ken@edgepress.com](mailto:ken@edgepress.com).*



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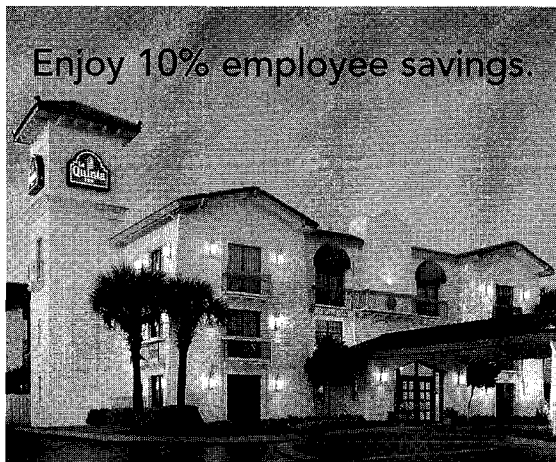
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The criteria for judging entries are as follows:

- The person must be the CEO or equivalent of the member company.
- The CEO should have a general knowledge of the company's employee services program.
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- The CEO must justify how employee services are important to the productivity and morale of the workforce.
- The CEO must have a reasonable chance of accepting the award in person, i.e., the nominee's schedule is clear (at the time the nomination is submitted) to accept the award at the conference.

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# Slash tech support costs

Learn how to familiarize yourself with computers and get the most from the Help Desk

By Brian J. Nicholson, Ph.D.

In today's high-tech age, few employees can work without the need for occasional technical support. Whether it's a misbehaving PC, printer, copier, or other technological device, sooner or later you must consult tech support to fix a glitch or user-induced error.

Some may ask, "Isn't that why we have tech support?" Well, yes, but realize that each time you contact the Help Desk, the company incurs both direct and indirect costs. Direct costs are the hourly or per-call fees the company pays to an external provider. This also includes the salaries of an in-house tech support staff. Indirect costs result from the time employees spend away from their jobs as they work with tech support to fix problems. The longer it takes to solve the glitch, the more costs the organization incurs.

According to *PC Magazine's 15th Annual Service and Reliability Survey*, on average, technicians are only knowledgeable 39 percent of the time. In fact, it takes an average of 36 minutes for technicians to resolve a tech issue. As if that's not long enough, callers spent an average of 12 minutes on hold.

This means, if staff time is worth \$150 an hour (a conservative estimate), the 48 minutes required to fix a typical tech problem costs \$120. Two calls per week would

cost over \$1,000 per month—and that's just for staff time. Factor in direct tech support costs and the company's tech fees are outrageous.

## Pre-game tactics

Fortunately, you can stop the tech support account drain by learning to support yourself. Use the practices in this article to reduce the number of calls to tech support as well as the time spent resolving problems.

**Accept your role in the technical support process:** Realize that you can support yourself by learning the basics of technology. When you receive a new technological device, familiarize yourself with it by reading accompanying manuals and using built-in support features like Help and Tutorials. Also, visit the manufacturer's and software developer's websites to find tips and techniques, software patches, frequently asked questions, and more. Many reputable websites dedicated to technology trends supply articles and advice regarding tech support issues as well.

Visit the local library or bookstore for the latest technology books and magazines. Remember that coworkers who are advanced users are often willing to share the wealth of knowledge they possess.

## Making the call

In some cases, a tech issue is too advanced to handle on your own and you must consult tech support. Once you've made the call, continue to support yourself with these practices:

**Come clean:** You're not the only person in the world to ever spill coffee on equipment or to press the wrong key during a critical operation. Sure, it's embarrassing to admit simple mistakes, but it happens. Accidents (and even ignorance) are not the same as negligence, so forget the guilt trip and realize that the tech support staff has undoubtedly heard it all before. Make life easier for everybody and come clean right off the bat. You'll feel better about yourself, and you'll fix the problem a lot faster.



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## The Bottom Line

**Get involved:** Once tech support is on the phone, get involved in the solution. Rather than blindly follow the representative's instructions, pay attention and get a feel for what you're doing and why. If possible, write down the steps you take, the keys you press and the codes you type. You may learn how to prevent future occurrences or how to fix the tech problem yourself, should it happen to you or another staff member again.

**Be direct:** The tech support representative may be knowledgeable about the situation, but remember that you're the one in need of assistance. Always state exactly what you want and expect to receive from tech support. If the tech support representative speaks too fast, ask him or her to slow down. Technicians fix the same problems day after day, so they know the steps well and can rattle off commands with lightening fast speed. If you can't keep up, speak up.

If you don't understand something, ask the representative to repeat it or to clarify the point. If that doesn't work, directly, but politely, ask the technician to explain it in lay terms. It may help to provide a few details about your ability level such as "I'm a new user" or "I'm not good with computers." The question "Why am I doing this?" also signals the representative to provide more guidance.

If the technician lacks the patience or interpersonal skills to explain the situation, ask to speak to another technician. Again, do this politely, but firmly. You have the right to expect every benefit possible, so ask for it.

### Conclusion

Although a tech support budget is necessary for the success of the company, you can reduce the number of support calls made by your department. Consistently apply these four practices to help maximize productivity and minimize tech support costs. You will return to work quicker and in-house tech support folks can devote more time to big-ticket items. That's a win-win situation any business can enjoy.

**esm**

*Brian J. Nicholson, Ph.D., is the founder and executive director of the TechMatters Institute™, Pearland, TX, and author of the book TechMatters, to be released in March, 2003. The Institute helps people and organizations maximize technology in their lives and work. For more information, contact Nicholson at (281) 997-8553 or [brian@techmattersinstitute.com](mailto:brian@techmattersinstitute.com).*



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# Influencing Your Career Direction

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# Planning Dream Vacations

**Starting a corporate travel program for active and retired employees**

By Carol Jose

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If you conducted a survey, you'd likely find that the most consistent dream employees have for their vacation time or future retirement is to travel to new and interesting destinations. Realizing that dream of discovery, working towards it and experiencing it is important to employees' morale, work health, productivity, and personal satisfaction. Employee services providers have found that by incorporating travel benefits into their work/life solutions, they can help employees realize their lifestyle dreams and, in return, benefit from their efforts through a content and cohesive workforce.

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## **Company participation**

The challenge for most employee services providers is determining to what extent the company should offer travel services to its employees. According to Mike Daly, ESM Association National Associate Member and director of business development, Collette Vacations, Pawtucket, RI, the following questions consistently emerge as employee services providers organize a travel program:

- Which employees—i.e. active, retiree or both—are the most likely to benefit from such a program?
- How do I choose the right supplier?
- Which vacation destinations and travel packages work best?
- Is there a cost to the company? If so, what is it?
- How should I present the program to employees?



## **Employee services providers have found that by incorporating travel benefits into their work/life solutions, they can help employees realize their lifestyle dreams...**

### **Employee participation**

Daly says, "It's interesting to see that many employee travel programs are planned either for active employees only or for retirees only. Yet, we've found that programs that appeal to both segments offer more opportunity for interaction between employees and retirees, and also for fundraising." A travel program linked to the company name allows retirees to retain identity with the company while enjoying the opportunity to travel with other retirees with whom they once worked. Since retirees often have time and money to travel, they are likely to take advantage of a travel program. Plus, inviting retirees means greater participation, which is especially beneficial if the company's goal is to use the employee travel program to raise funds for future employee services.

### **Selecting key travel partners**

Quality, value and years in the business are critical in determining key travel program partners. Since September 11, the travel industry has undergone tremendous changes. Many travel companies could not withstand the market's volatility and folded. Look for suppliers that have been in business for over 25 years, offer price-inclusive features and possess a quality con-

sumer protection program. The suppliers should be members of the U.S. Tour Operators Association (USTOA), a consortium of travel companies and cruise lines that provide a minimum of one million dollars in consumer protection. Arrange to personally meet with several travel representatives to discuss all aspects of their employee offerings. Then, compare at least two or three offerings as to cost, value, USTOA status, and consumer protection policies.

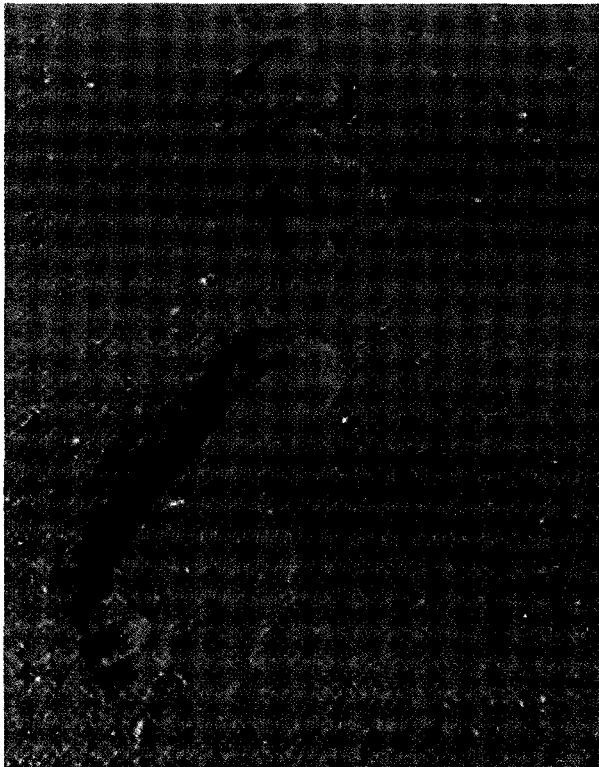
### **Travel packages**

The biggest pitfall in choosing employee travel packages is providing too many options. An employee travel program will never meet every employee's travel needs. Instead, try to offer a limited range of popular destinations. Most employees are looking for nothing more than guidance and the opportunity to travel with others, particularly fellow employees.

Daly suggests that an initial travel menu include one or two international trips, one or two cruises and three or four domestic destinations that serve as individual or family vacations, such as a trip to Washington, D.C. and a visit to a major festival or national park. Keep in mind that employees have different tastes, budgets, time constraints, and travel preferences and strive to provide these options:







- Varied choices in the number of days devoted to travel.
- A range of destinations with overall costs that appeal to different budgets.
- Destinations of popular appeal.
- Valuable vacation packages that include meals and guide and/or tour manager services, rather than cost-added options.

### Program costs

These days, most tour operators, cruise lines and airlines have created the necessary technology for, and are willing to provide, the services that will allow employee services providers to offer employees the world of travel with virtually no up-front cost to the company. Prices per person for trips are established by the travel company and include a built-in commission for the travel agent or independent travel coordinator. Employers may elect an earned revenue option where they receive 5-10 percent of each sale to go towards the implementation of future employee services programs, a donation to a charitable organization or a discount for employee travelers.

Request that your travel partner provide a dedicated toll-free number or web link that provides you with tracking information and allows employees to conveniently contact the travel partner. By providing easy communication links to key travel partners, employees always have the option to research alternative choices

for individual or family leisure travel. They can request information about other destinations or types of travel and, when they make a purchase, the company is credited under the employee travel program, earning the return revenue.

### Promoting a successful program

As with any product, marketing the program to employees through a well-conceived, consistent promotion program is critical. Employee services providers can create such promotions through a combination of outlets:

- Company newsletter announcements.
- E-mail blasts.
- Flyers.
- Speakers at retiree club meetings and luncheons.
- Onsite travel presentations by the tour operator or cruise line representative.

To generate excitement about the trip, employee services providers can request that a tour operator or cruise line representative present their offerings at luncheons, retiree or employee club meetings or at an onsite after-hours gathering. These events are cost-free, fun, lively, and informative. Most travel representatives will showcase the travel options available through the employee travel program, supply colorful brochures and present slides and/or video travelogues of selected destinations. Many offer light refreshments as well. These presentations create a forum for live employee question-and-answer participation, and promote discussion and interaction between employees. In that respect, they enhance the personal satisfaction and psychic rewards of participating in the employee travel program.

### Conclusion

"A positive travel experience not only realizes a personal dream, but it also creates camaraderie among employees, provides a positive impression of the company and promotes company loyalty," Daly says. Take the time to define your audience, choose a quality supplier, research popular destinations, clearly identify costs, and properly promote the travel program to employees. The research you perform before implementing the program will pay big dividends when the company's vacation package exceeds employees' expectations of a dream vacation.

**esm**

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*Carol Jose is a freelance travel, food and dining writer; a newspaper columnist and a world traveler. She holds an MBA in marketing from the University of Central Florida, has co-authored numerous books and is a former human resources manager for a Fortune 1000 corporation. You can reach her by e-mail at [cjose@mindspring.com](mailto:cjose@mindspring.com).*



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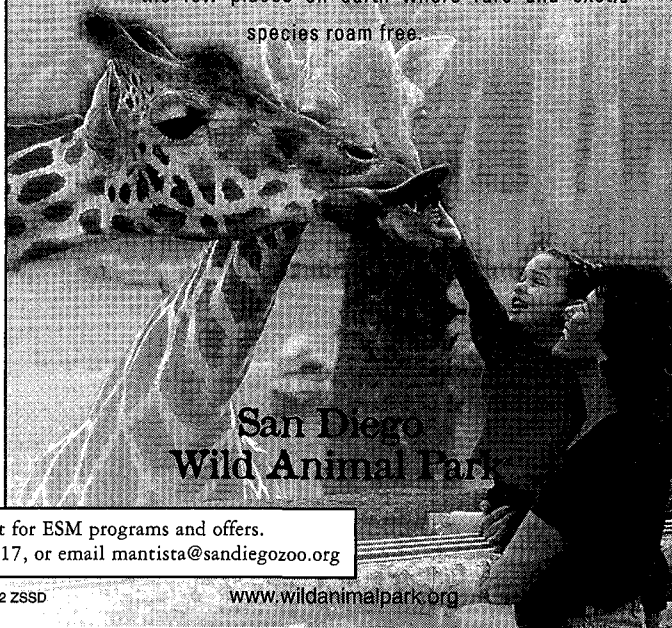
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# Test driving on **MYtime** **.com**



**Cindy Jameson discusses implementing ESM Association's new online buying program at Time Warner**

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**T**ime Warner, Clearwater, FL, recognizes that today's economic challenges have forced employees to limit personal spending. According to Cindy Jameson, CESM, Time Warner's director of human resources, the answer to her employees' needs is an online buying program that provides special offers on everyday products and services. Yet, her department does not have the time, money or resources to manage such a program on its own, so she turned to Employee Services Management (ESM) Association for help.

---

As the president of ESM Association, Jameson worked with her peers to structure an association-driven online buying program that would serve U.S. companies' 24/7 workforce without requiring 24/7 program management from an employee services depart-

ment. The result is the new ESM Association member benefit onMYtime.com. Here, Jameson talks with *ESM Magazine* about launching onMYtime.com at Time Warner and how other companies can benefit from this free member service.



## **"With onMYtime.com, I don't have to continually search for new products and special offers for my employees."**

**ESM:** *What is your opinion of ESM Association's new online buying program, onMYtime.com?*

**Jameson:** After viewing the onMYtime.com website, I was excited to launch the service. My staff and I are always looking for convenience services to offer employees and onMYtime.com is a simple, quality pre-packaged product. Now we can bring shopping to their fingertips and at a reduced rate. One of the aspects I appreciate most is the great suppliers who sell everything from jewelry and flowers to vacation planning and theme park tickets. The purchasing is diverse enough to attract a high number of employees.

**ESM:** *How will this program benefit your employees?*

**Jameson:** Time Warner is a 24/7 company and onMYtime.com fits our approach to employee services. Over the past few years, we have driven many of our benefits to the Internet so that our employees have equal access no matter what shift they work.

With the recent economic challenges in the U.S., our employees want to cut costs. They will find this innovative online buying program a positive move by Time Warner, which gives us a competitive edge in recruitment and retention.

**ESM:** *How do you see this program benefiting you as an employee services provider?*

**Jameson:** With onMYtime.com, I don't have to continually search for new products and special offers for my employees. I rely on ESM Association to keep the site fresh, so my staff and I can dedicate time to other projects.

**ESM:** *How do you intend to incorporate this program into your current employee services offerings?*

**Jameson:** We just recently went online with a Human Resource Intranet Site where we advertise all employee services. Time Warner posted the onMYtime.com link on the site and provided employees with the company's assigned user I.D. and password.

**ESM:** *How will you promote onMytime.com to your employees?*

**Jameson:** ESM Association Headquarters provided members with promotional materials to help get the word out to employees. I used the

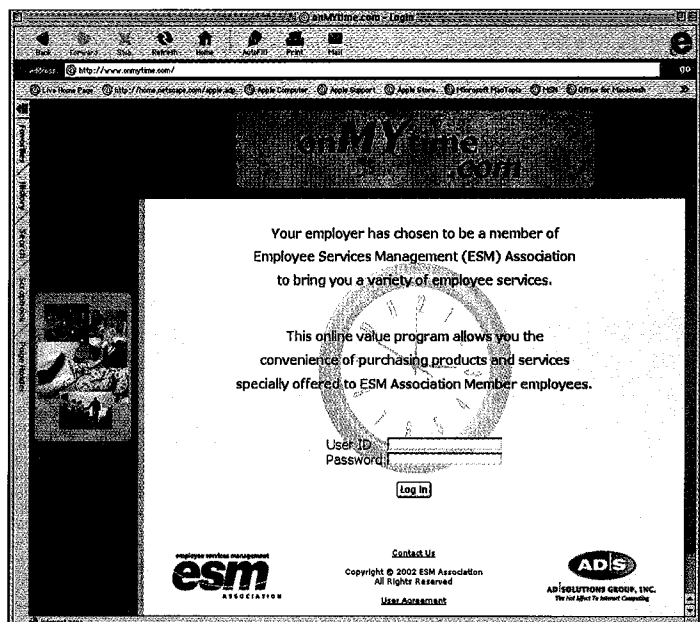
sample promotional e-mails to advertise the service. Since one-third of our employees do not have personal computers at their work sites, we will also create payroll stuffers, posters and newsletter articles to make sure we reach all employees.

**ESM:** *What do you anticipate your employees' reactions to be to onMYtime.com?*

**Jameson:** Time Warner employees are already expressing positive feedback. They enjoy the national discounts and the fact that they can purchase attraction tickets online and year-round. They say the site is very easy to navigate and, because it's so convenient, they will likely go there first to search for bargains. I expect that by Thanksgiving they will be doing quite a bit of holiday shopping online. After all, they are employees of a high-tech company that provides high-speed online services. They prefer online shopping.

**ESM:** *What will motivate your employees to utilize this program on a regular basis?*

**Jameson:** Continuous updating. As long as the site is changing, employees will go in to look at it. They may not always purchase something, but they'll continue to hit on the site until they eventually see an item or a vacation that attracts them and, at that time, they will buy.



**All ESM Association members have a user I.D. and password assigned to their company to share with employees.**

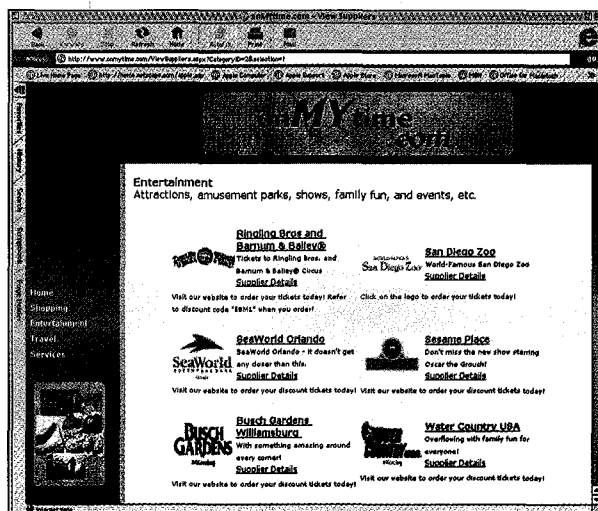


**ESM:** *Why should ESM Association members implement this program now and offer it to their employees?*

**Jameson:** I believe I could ask, "Why wouldn't they?" Companies are always seeking innovative programs that assist employees in balancing work and life. The onMYtime.com program is just that type of service. It supports a loyal, content and productive workforce and it costs you nothing.

**ESM:** *In the future, how will this program affect the way employee services providers supply product and service offerings to their employees?*

**Jameson:** I compare onMYtime.com to a mall. As you enter the site, you travel from one store to another. You'll buy in some stores and not others, but you will always know which stores are available, so that when you need flowers or you decide it's time to redecorate your home, you won't have to go any further than your



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computer. And the sooner suppliers add their services to the site, the quicker we can market them to employees.

## Conclusion

The number of onMYtime.com suppliers is growing rapidly and recent tracking research shows that employees are visiting the site frequently. Consider offering your employees the gift of exclusive online values with onMYtime.com. This service is available at no cost to ESM Association members. To implement the program, simply e-mail [info@onMYtime.com](mailto:info@onMYtime.com) and request your company's user I.D. and password. Then, pass the login information and onMYtime.com link onto your employees and your work is done. For more information about this exciting new member service or to learn how to promote this program to your employees, view the online brochure at [esmassn.org](http://esmassn.org).

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employee services management



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**Travel Services**

**Voluntary Benefits**

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Employee Services Management (ESM) Association, formerly the National Employee Services and Recreation Association (NESRA), is a nonprofit association that serves as an information resource network for over 3,000 members nationwide. These members are responsible for implementing and maintaining a diverse range of employee services. ESM Association believes that employee services, as practical solutions to work/life issues, are essential to sound business management. These programs improve relations between employees and management, increase overall productivity, boost morale, and reduce absenteeism and turnover. The association produces a magazine, *Employee Services Management*, offers resource information, hosts a National Conference & Exhibit and has nearly 50 local Chapters, plus much more.

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# In the Spotlight

## **CIGNA Corp. employees save valuable time with convenience services**

By Christina Higby

### **Vital Stats**

**COMPANY:** CIGNA Corp.

**LOCATION:** Bloomfield, CT

**BUSINESS:** Employee benefits

**NUMBER OF EMPLOYEES:** 6,000 in Greater-Hartford, CT; 41,000 nationwide

**EMPLOYEE SERVICES:** Employee store, community services, dependent care, recreation programs, recognition programs, special events, travel services, voluntary benefits, and wellness

**FACILITIES:** Softball, volleyball and tennis facilities; picnic area; and indoor rooms for exercise classes

#### **SPOTLIGHTED EMPLOYEE SERVICE:**

Convenience services

**CONVENIENCE SERVICES:** Resource and referral service, onsite dry cleaning, shoe repair service, employee store, meals to go, corporate concierge, discounted tickets, trips, family events, craft fairs, summer camp fair, onsite oil change and car detailing, exercise classes, employee discounts, and a monthly visit by the Department of Motor Vehicles (DMV) service van

**INTERVIEW WITH:** Marci Kinnin, CESM, work/life programs coordinator





**Marci Kinnin, CESM, work/life programs coordinator, CIGNA Corp., Hartford, CT.**

To help employees reduce stress, CIGNA Corp., Bloomfield, CT, implements programs that save employees time managing family and life responsibilities. Onsite convenience services such as monthly visits from the mobile Department of Motor Vehicles (DMV) and discount tickets to local attractions help employees run errands and plan family excursions while at work.

### Onsite DMV

Most of us know how frustrating and time consuming it is to visit the DMV. Oftentimes, it takes hours just to renew a license plate or change an address on a driver's license. CIGNA Corp. employees now have the luxury of cutting that time in half by visiting the DMV at work. Marci Kinnin, CESM, work/life programs coordinator,

CIGNA Corp., learned of this program idea at Employee Services Management (ESM) Association's Annual Conference & Exhibit. A short time later, she saw a DMV service van parked in a local shopping center parking lot. After calling her local DMV office to find out details, she proposed the program to management. Management agreed to the idea and subsidized the program's monthly fee through the Work/Life Programs budget. After seeking the input of office security on where to park the service vans, Kinnin made the mobile DMV service available to CIGNA Corp. employees.

On the third Friday of each month, the State of Connecticut equips and parks the large service vans along the driveways at two of CIGNA Corp.'s building entrances. Two DMV employees operate the vehicles from 9:30 a.m.-11:00 a.m. and 11:30 a.m.-1:00 p.m. The mobile DMV offers employees most DMV services with the exception of distributing new driver's licenses. The longest wait is usually a half hour.

Each month, nearly 30 employees save time by visiting the onsite DMV. The DMV staff supplies Kinnin with the names of employees who utilize the service. She surveys those employees about their usage and experiences. So far, responses have been favorable.

### Simple savings

CIGNA Corp. also offers employees and their families discounted tickets to local cultural, family and sporting events. The company subsidizes select tickets, but overall the discount ticket program is a break-even service. Employees learn about new discounts through an employee newsletter announcing local offers. Then, they fill out an order form, submit it with a check or



The Department of Motor Vehicles' van parks outside CIGNA Corp.'s building entrance to offer services to CIGNA employees during lunch hours.



money order and receive the tickets via interoffice mail. Employees also enjoy discounts from local retailers, national suppliers and ESM Association products, discounts and services.

### Reaching employees

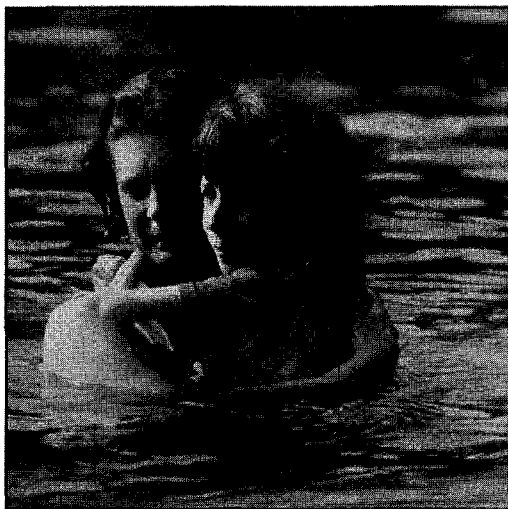
Knowing what 6,000 employees want and promoting available services to them can be challenging. Maintaining a best practice convenience service program at CIGNA Corp. involves evaluating employees' needs, interests and usage; creating advertisements; collecting fees, when applicable; and reporting the finances to management. Kinnin bases CIGNA Corp.'s convenience services offerings on employee feedback and benchmarking with other companies' work/life programs. She gains employee support for the services primarily through a special intranet site, e-mail, newsletters, and posters.

### Conclusion

Convenience services help employees remain focused on work responsibilities because they are free from worrying about having time to visit the DMV or research family entertainment ideas. These offerings also reduce absenteeism by allowing employees to take advantage of onsite services on their lunch break and before and after work. Providing employees with convenience services creates a content and productive workforce and helps place CIGNA Corp. as an employer of choice. **esm**

*Christina Higby is editorial assistant for Employee Services Management (ESM) Magazine, published by ESM Association, Oak Brook, IL. She can be reached at (630) 368-1280 or [christinahigby@esmassn.org](mailto:christinahigby@esmassn.org).*

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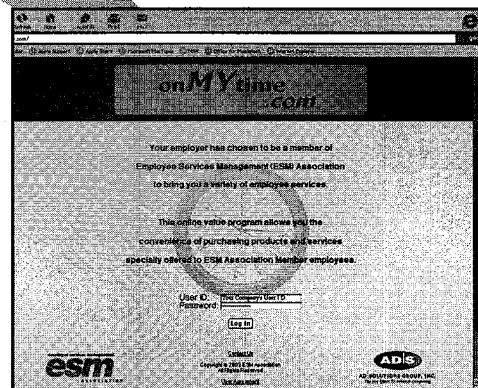
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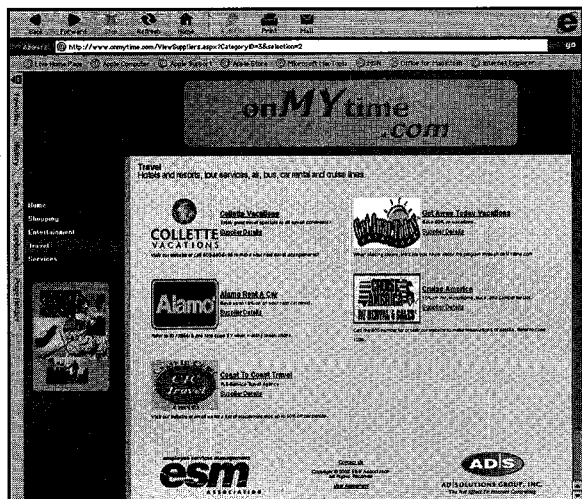
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Contact [info@onMYtime.com](mailto:info@onMYtime.com) to obtain your user I.D. and password. Then, just pass the login information and the onMYtime.com link on to your employees and your work is done!

For more information about this exciting new free service or to learn how to promote this program to your employees, view the online brochure at [esmassn.org](http://esmassn.org) and e-mail [info@onMYtime.com](mailto:info@onMYtime.com).

Another member benefit from

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ASSOCIATION



## Talking the talk

### Helping employees and their families understand the new language of employee benefits

By Neil J. Model

**R**esearch shows that work/life services increase productivity and wellness programs reduce healthcare costs, so why not ensure that employees know all their benefits options? The Human Resource Department houses a lot of employee benefits information concerning work/life and wellness issues. Still, employees may not be aware of all the benefits available to them or they may not fully understand how to take advantage of them. Employee services providers can partner with the Human Resource Department to disseminate work/life and wellness benefits information to employees. Begin by learning more about the latest developments in the world of employee benefits with this brief glossary of terms provided by benefits consulting firm Model Consulting, Inc., Bensalem, PA.

#### Employee benefits glossary

**132 Plan**—Pre-tax salary reduction used to pay for qualified transportation fringe benefits including vanpooling, transit passes and parking.

**529 Plan**—Savings accounts designed to help parents and grandparents save money on a tax-deferred basis for children's college education. Last year, a new tax law authorized withdrawals from 529 Plans tax-free when used for college expenses.



**Application Service Provider (ASP)**—Business and consumer access to software/computer processing utilities and rent-rather-than-buy applications. ASPs allow for unlimited, instant access to economies of scale.

**Consumer Driven Healthcare**—Health plans that combine web access for benefits tracking and personal health management with financial incentives for patients to more appropriately utilize healthcare services.



## It often seems that human resource industry news changes faster than employee programs can be implemented.

**Consumerism**—Individuals caring for themselves and/or their families both with and without the assistance of a health professional as well as knowing the appropriateness of using the healthcare system.

**Disease Management**—An approach to cost management which targets chronic diseases such as diabetes, hypertension, asthma, and congestive heart failure through education and early detection. Supporters say this approach helps the bottom line by allowing a party to manage the care of a chronic condition in its early stages so that the employer avoids exponentially larger costs down the road.

**eHealth**—Utilizing the Internet to communicate and provide healthcare-related services.

**Gap Plans**—These plans are often sold in conjunction with High Deductible Plans to bridge the gap for out-of-pocket expenses.

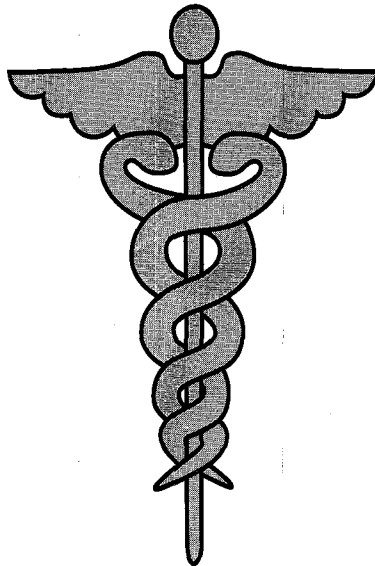
**Health Advocacy**—Personalized customer service programs that help employers and employees resolve healthcare issues. These programs help patients navigate through the complex healthcare system that exists today.

**Healthcare Benefit Cost Shields**—A new category of healthcare programs designed to allow employers to offer their employees similar levels of benefits without exposing them to rapidly rising costs.

**High Deductible Plans**—Requiring higher deductibles, these plans provide employers with less expensive programs while maintaining a preventive benefit element.

**Flexible Spending Account (FSA)**

**Debit Cards**—A debit card that is authorized for use only with qualified merchants or health and day-



care providers that accept Visa/MasterCard and offer eligible products or services reimbursable under a medical expense or dependent expense account.

**Lifestyle Drugs**—Drugs that are not considered medically necessary. Examples include Viagra and various fertility medications.

**Long Term Care (LTC)**—An indemnity insurance plan that provides medical and other services to patients who need constant care in their own home, in an assisted living facility or in a nursing home.

**Open Access/Direct Access**—An insured medical plan that provides greater flexibility by not requiring referrals from primary care physicians. These plans differ from traditional PPO plans because Open Access Plans require members to select a primary care physician.

**Outsourcing**—Placing responsibility for the ongoing operation and management of various human resource functions with a third

party that possesses specialized expertise. Proponents say this is a cost-saving measure in that it allows organizations to focus on core business practices.

**Plus Plan™ Healthcare Benefit Cost Shield**—This is a cost-saving healthcare program that capitalizes on existing tax codes to allow employers to cut their healthcare costs by as much as 40 percent, depending on the organization's healthcare plan.

### Conclusion

It often seems that human resource industry news changes faster than employee programs can be implemented. The best approach is to partner with the Human Resource Department to identify employees' work/life and wellness options and then create employee services programs that complement them. These programs may include voluntary benefits that supplement the company's traditional benefits offerings. The Human Resource Department can also help you obtain the statistics necessary to justify programs to management. **esm**

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*Neil J. Model is the president of Model Consulting, Inc., Bensalem, PA. He is responsible for customizing employee benefits plans, executive benefits and human resource services for businesses employing 10 to 10,000 people. He can be reached at (215) 564-3200.*



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**2211 York Road • Suite 207 • Oak Brook, IL 60523-2371 • [www.esmassn.org](http://www.esmassn.org) • [esmahq@esmassn.org](mailto:esmahq@esmassn.org)**



## **ESM Association Headquarters' Office Member Services Department**

Jamie Sennett, director of  
Member Services  
(630) 368-1280  
FAX (630) 368-1286  
jamiesennett@esmassn.org

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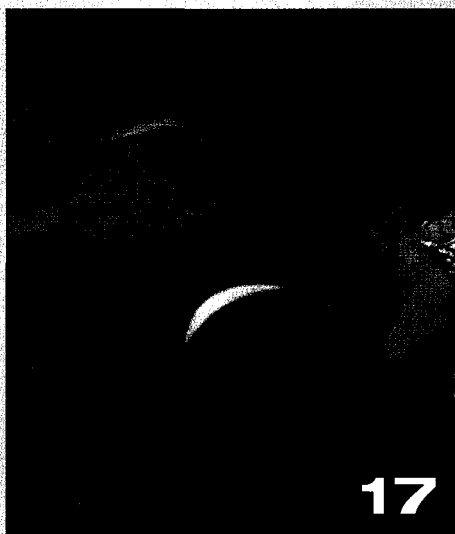
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## Your new best friend

### A new employee services book helps you grow your program

**L**ists identifying the best companies to work for have gained major attention from employers looking to recruit and retain top talent. As an employee services provider, you're likely feeling pressure from the top to do more with less and ensure your programs are aligned with the company's bottom-line goals. Although many workplaces boast of elaborate employee perks, very little has been written about how to implement and manage these programs.

Whether you're new to the field or a veteran, all employee services providers and human resource managers can benefit from Employee Services Management Association's latest publication, *Employee Services Management: A Key Component of Human Resource Management*, by Thomas H. Sawyer, Ed.D. This how-to guide serves as an employee services provider's best friend, outlining all 10 Components of a Well-Rounded Employee Services Program. Look to it over and over again when you're in need of new program ideas or would like advice on what to expect when implementing a service. This book provides the names of ESM Association members to network with as well as statistical proof that employee services programs positively impact the bottom line.

In *Employee Services Management: A Key Component of Human Resource Management*, Sawyer explains to managers, from companies of all sizes, everything they need to know about managing popular employee services. From recognition programs to special events to community service programs, you'll learn how to market these services to address employees' work/life issues, how to generate funds for new programs and how to develop a strategic plan for employee services that positively affects recruitment and retention.

Each chapter introduces a different employee service, explaining instructional objectives, how to gain support from management, step-by-step instruction on implementing the program, and commonly asked questions and answers. Look for tips on reducing costs as well as success stories from major corporations—such as SAS Institute, Cary, NC, and Ashland Inc., Lexington, KY—that already provide these services to employees. At the end of each chapter, Sawyer provides website references and suggested reading for further research.

This book should appear on every employee services manager's bookshelf and those of their staff. Even if you do not manage all the employee services within your organization, you and other coworkers managing these types of programs can use this book to help realign your goals and remain on the track to success in your field. If you do not already have a copy at your work site, order one today by completing the form on page 29 and faxing it to ESM Association at (630) 368-1286. It's a "must-have" for people in the industry.

*Renee M. Mula*

Renee M. Mula  
Editor

[reneemula@esmassn.org](mailto:reneemula@esmassn.org)

#### Publisher

PATRICK B. STINSON

#### Editor

RENEE M. MULA

#### Editorial Assistant

CHRISTINA HIGBY

#### Designer

DALE A. DODSON

#### Advertising Sales Offices

ALISON BASHIAN

Bashian & Associates, Inc.

33610 Solon Rd., Solon, OH 44139

(800) 335-7500, (440) 349-3353

Fax (440) 349-3447

E-Mail: [alisonb@bashian.com](mailto:alisonb@bashian.com)

ROBERT H. KRUEH

Box 230, Fulton, MD 20759

(301) 924-4473

Fax (301) 854-2464

E-Mail: [rhkrueh@mindspring.com](mailto:rhkrueh@mindspring.com)

#### Editorial Advisory Board

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Association, 2211 York Road, Suite 201

Brook, Illinois 60523-2371, 630/368-1286

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[esmahq@esmassn.org](mailto:esmahq@esmassn.org) • [www.esmassn.org](http://www.esmassn.org)



**ESM ASSOCIATION  
HEADQUARTERS**

2211 York Rd.  
Suite 207  
Oak Brook, IL  
60523-2371  
(630) 368-1280  
(630) 368-1286 FAX  
<http://www.esmassn.org>  
[esmahq@esmassn.org](mailto:esmahq@esmassn.org)

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## Voluntary benefits trends

Findings from a MetLife survey indicate an increase in popularity

By Gene Lanzoni

**T**he conditions of a declining economy over the past year, coupled with rising healthcare costs, have put pressure on employee services providers both to configure programs that attract and retain valuable employees and to find methods of reducing or maintaining costs. Last year, MetLife, New York, NY, commissioned Harris Interactive, Inc., Rochester, NY, to conduct a survey that examines major areas of U.S. companies' benefits programs including employers' experiences with voluntary benefits. "Voluntary benefits/offerings" were defined as benefits programs made available through the workplace for which the employee pays all of the cost.

The results show that voluntary benefits are becoming increasingly popular mainly because they are easy to add to preexisting benefits plans and group coverage is often a better value than individual coverage. Companies that offer voluntary benefits tend to be more focused on employees' work/life needs. As a result, many employee services providers have taken

responsibility for implementing voluntary benefits programs. Use these key findings to determine if voluntary benefits are in line with your company's culture.

### **A convenience and better value**

The diverse nature of voluntary benefits enables employee services providers to address a variety of

employee work/life needs by providing easy and convenient access to a broad range of group insurance and other financial services products. Through voluntary benefits, employees enjoy group rates and other advantages that might not be available to them as individuals. When asked to compare the advantages of group/voluntary products with products that an



## Sidebar A

### U.S. COMPANIES SHOW INTEREST IN VOLUNTARY BENEFITS

- 66 percent** Offer optional term life insurance.
- 53 percent** Offer disability insurance.
- 49 percent** Offer accidental death and dismemberment.
- 80 percent** Report "positive" or "very positive" receptivity.

employee may purchase individually, "convenience" through methods such as payroll deduction topped the list of incentives. A majority of companies responded that group/voluntary benefits also offered their employees better value. Most respondents believe voluntary benefits are a more cost-effective approach to adding benefits and more time efficient to buy through work. The "guaranteed issue" feature of many group insurance products means there is less paperwork and no medical underwriting required to purchase the product. When looking at the overall response, companies offering voluntary benefits better understand and appreciate the advantages of group/voluntary offerings than their counterparts.

#### Increasing in popularity

Voluntary benefits programs have become a cost-effective solution for companies during a period of corporate belt-tightening, while still enabling them to offer employees a variety of benefits. Nearly nine in 10 companies currently offer, or expect to offer in the next 18 months, at least one voluntary benefit. Optional term life insurance is the most common voluntary benefit (66 percent), followed by disability insurance (53 percent) and accidental death and dismemberment (49

percent). Employees have an optimistic reaction to these offerings, with 80 percent of employers reporting "positive" or "very positive" receptivity.

While results indicate significant interest in voluntary benefits, there is still much room to expand. Approximately 12 percent of employers plan to add long-term care insurance as a benefit on a voluntary basis over the next 18 months. With an increasing number of baby boomers reaching retirement age, more and more employees will be taking on the added responsibility of caring for an elder family member. Perhaps employee services providers, recognizing this trend, see long-term care insurance as a means to offset employees' caregiver stress. Other offerings increasing in popularity include auto and homeowners insurance (eight percent plan to add over the next 18 months), pre-paid legal services (eight percent), retirement planning/financial planning (eight percent), vision (six percent), concierge (six percent), and pet insurance (three percent).

#### Focusing on employees' needs

Of the companies offering voluntary benefits, 45 percent place greater emphasis on addressing work/life issues versus 33 percent of companies who do not

offer voluntary benefits. Some of these work/life balance strategies include personal leave, flextime, counseling services, and convenience or concierge services.

Companies offering voluntary benefits also are more likely to have integrated technology in their benefits programs. Almost 40 percent of these companies offer employees self-service applications to benefits via the Internet or a company intranet; only 22 percent of companies who do not offer voluntary benefits do so. These companies also tend to be more responsive in providing Internet access to benefits plans for all employees (34 percent vs. 26 percent) and building or expanding employee benefits websites (32 percent vs. 22 percent).

In terms of setting benefits objectives, employers with voluntary benefit programs, again, tend to focus on the development of benefits offerings that balance employees' needs. Almost half of the companies who offer voluntary benefits (49 percent) rate "addressing more of the diverse needs of employees" as a very important or extremely important objective, versus 40 percent of companies who do not offer voluntary benefits. They also give higher consideration to "helping employees make better financial decisions" (44 percent vs. 30 percent).



In addition, companies offering voluntary benefits tend to be more progressive in adopting online capabilities for benefits programs. Enrollment, benefits communication and eligibility verification, respectively, are the top three areas where Internet capabilities are expected to be added within the next 18 months among this group.

## Conclusion

Given the rise in popularity of voluntary benefits, employee services providers whose programs emphasis work/life balance may

consider implementing voluntary benefits to help their companies remain competitive in recruiting and retaining employees. To network with Employee Services Management (ESM) Association members already offering voluntary benefits programs, visit [www.esmassn.org](http://www.esmassn.org) and click on the Member Resources Section. Once there, the Benchmarking area provides questions and answers to various topics. Click on "Family Friendly Benefits" to learn more about voluntary benefits from your peers.

**esm**

*MetLife, a subsidiary of MetLife, Inc., New York, NY, is a provider of insurance and other financial services to individual and group customers in the U.S. and internationally in 13 countries. For more information about this survey, please contact Gene Lanzoni, vice president of marketing research, MetLife, Bridgewater, NJ, at (908) 253-1775, [glanzoni@metlife.com](mailto:glanzoni@metlife.com) or [www.metlife.com](http://www.metlife.com).*

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## Client pow-wow

**Suppliers use symposiums to discover what employee services providers want**

By Pam Mitchell

**W**hat is the secret to success in the employee services market? Most suppliers say, "Our market is different. Employee services providers want more value for less money each year." So, how do Employee Services Management (ESM) Association's National Associate Members survive and thrive under these hyper-competitive conditions? Throughout history, high-performance suppliers have had a common thread to their success. They earn market share by becoming value leaders in the employee services market niche. This makes infinite sense when you consider personal and business buying decisions. Products or services that offer the most value are more appealing. In other words, the marketplace votes in the market leader with their purchasing dollars.

Most suppliers assume they already know what their customers value. But, how can they be sure? How many suppliers have led the market for 10 or 50 years? The suppliers serving as market leaders constantly change because the source of the better idea constantly changes.

The value leader in the employee services market must clearly understand what the marketplace values. Point this out at any meeting and you'll likely hear, "You're right, let's do a customer survey." Surveys are effective for under-





standing how employee services providers rate suppliers in specific areas, but they do little to explain what product features or additional services customers value or why they decide to buy.

Consider the last customer survey your company administered. Most surveys contain a page-long laundry list of categories like "customer service" in which clients are expected to rate the supplier on a scale from one to five. But, what you really want to know is what will increase your product or service visibility in the employee services marketplace. One-to-five ratings cannot answer that question for you.

### Suppose you start a symposium

This year, instead of surveying customers in the middle of their productive workday, consider holding a customer symposium to better understand how to partner with employee services providers and meet their needs. Consumer companies have been using focus groups for decades to fully understand customers' reactions to new product ideas. A customer symposium is similar to the focus group process, but rather than measure consumers' reactions to a new product, a customer symposium surveys customers' needs. Here are some of the characteristics of a customer symposium:

- Suppliers use symposiums in business-to-business relationships.
- Participants usually represent or have the potential to represent a significant percentage of the supplier's revenue.



- Participants unite to learn from colleagues in the same profession or industry, not just to educate suppliers. There is something in it for them.

Most symposium sponsors take home information about their customers that they never even considered. Just listening to the "think tank" helps spur creative juices, solve customer issues and gain a competitive edge in the market.

### Organizing a symposium

1. Make sure that your entire organization understands that the purpose of the symposium is market research. A faction that wants to sell something at the symposium will always exist. Resist the temptation to sell and avoid offending attendees. Many suppliers increase business with attendees, but this happens because they have a better understanding of each other after the symposium, not because they bought products or services.
2. A typical group size is eight to 20 attendees. Prospects will have a different perspective than current customers, so invite both. Always count on 10 percent last-minute cancellations.

3. Invite employee services managers, multi-hatters and volunteers to the meeting. There is a tendency to invite executives only, but they do not always experience challenges firsthand. Explain to the decision-makers what you want to learn and ask them to invite someone on staff.

4. Schedule the event at least four months in advance and choose a desirable location such as a beach, golf resort or mountain retreat. The location will attract key attendees

and create a relaxed environment that promotes innovative thinking. Consider planning a symposium during a down time at ESM Association's 62<sup>nd</sup> Annual Conference & Exhibit in Orlando, FL, May 18-21, 2003.

5. Make it fun. Create social events such as dinners, golf outings and boat trips. The information sharing goes beyond the formal meeting setting, and this is an excellent time to build personal relationships.

6. Most symposium sponsors pay for attendees' accommodations and include an extra night for fun at the end of the event. Others will pay for airfare and a rental car and most will invite spouses to the social events. Reduce some of these costs by planning the symposium during an established event that customers and potential clients are already planning to attend.

7. Similar to a cocktail party conversation, most groups left on their own will allow discussions to drift from topic to topic. Consider using an outside professional to demonstrate neutrality and make the day more productive. An out-



side party will also ensure the focus remains on fact-finding, not making sales.

8. Create a proposed agenda and then solicit agenda input from the confirmed attendees.

9. Document the salient points and distribute the notes to attendees.

## Conclusion

The cost of a small group symposium is generally about the same as a marketing survey to the entire customer base. However, surveys are flat. You never have the oppor-

tunity to ask 'why,' and customers usually dislike completing surveys. People enjoy attending symposiums. They generally leave energized by what they contribute and learn from their peers. With a symposium, the sample size is much smaller, but the information is much deeper.

The benefits to the sponsor are a clearer understanding of customers' and prospects' challenges, creative ideas that can be used to beat the competition and better serve the customers, and improved

relationships with customers and prospects. So, the next time you are in a meeting and someone wants to update that customer survey, suggest a symposium. **esm**

*Pam Mitchell is a speaker, symposium leader, strategic planning consultant, and creator of the audio tape Deliver Value to Your Customers and Inherit the Market. You may contact Mitchell at (937) 293-6640, [pam@strategicpathways.org](mailto:pam@strategicpathways.org) or [www.strategicpathways.org](http://www.strategicpathways.org).*

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# Lactation Programs

Breastfeeding mothers can—and should—get the help they need at work

By Cindy Kazan

Lactation rooms serve as a simple employee service with bottom-line benefits. Research shows that companies providing a breastfeeding-friendly workplace have lower absenteeism due to the health benefits of breastfeeding, and increased employee productivity and loyalty. Corporate lactation programs also exemplify a commitment to employee well-being and help reduce healthcare costs.

The San Diego Breastfeeding Coalition, San Diego, CA, reports that 75 percent of working women become pregnant during their working lives. Although 55 percent of working mothers attempt breastfeeding, only 24 percent of part-time and just over 12 percent of full-time mothers continue breastfeeding for six months, which health experts say fights infection, prevents allergies and comforts the child. However, mothers who have access to corporate lactation programs are more

likely to breastfeed longer. A recent study conducted by the University of California Los Angeles (UCLA) Center for Healthier Children, Families and Communities found that nearly 75 percent of employees enrolled in lactation programs nursed their babies for a full six months compared to the national average of 21 percent. According to La Leche League Int'l (LLL), Schaumburg, IL, a recent study of one company revealed that a corporate lactation program produced



**Studies found that mothers who perceive their workplace as unfriendly to nursing may take longer to return to work, if at all.**



an annual savings of \$240,000 by decreasing health-care expenses for mothers and their children. The company also saved \$60,000 annually in reduced absenteeism among breastfeeding mothers.

**The company's advantage**

When women who return to work after maternity leave are encouraged to continue breastfeeding their babies through an employer-sponsored lactation program, the company gains a number of bottom-line benefits:

**1. Reduced healthcare costs and absenteeism.** Women who continue to breastfeed after returning to work are absent less due to baby-related illnesses and are absent for shorter periods of time, compared with women who do not breastfeed. An *American Journal of Pediatric Health* study comparing breastfeeding and formula-feeding employed mothers found that one-day absences from work occurred over twice as often among formula-feeding mothers as they did among breastfeeding mothers.

**2. Shorter leaves of absences.** Working mothers who continue nursing after returning to work return earlier from maternity leave, presumably because they are less concerned about the effect of their return on the nursing relationship.

**3. Increased retention and productivity.** Workplace lactation programs lead to higher employee satisfaction, increased retention, enhanced morale, and greater productivity. Studies found that mothers who perceive their workplace as unfriendly to nursing may take longer to return to work, if at all. According to a recent *Gannett Newswire* article, the longer women stay away from work, the more likely it becomes that they will not return.

**4. An effective recruitment tool.** Workplace lactation programs are an added recruitment incentive for women of childbearing age. Explaining this service during the interview process may sway a woman to choose one company over a competitor.



### NEW MOM'S PROGRAM TIPS

A recent Employee Services Management (ESM) Association E-Mail Listserve\* question revealed that some member companies offer new mothers a lactation program. Here, two members share their program ideas:

**Jeri Bell-Rankins, human resource administrator, William Blair & Co., LLC, Chicago, IL:**

The New Mothers' Room is located between the lunchroom and the ladies' room. Inside, the new mother will find a refrigerator for milk storage (she may also store refreshments to drink while expressing); comfy chairs; a task desk with a phone and work area; outlets for a laptop; labels to identify bottles; magazines and newspapers; a bulletin board for baby pictures or to post information that can be shared with other moms; and a white marker board that moms use to schedule the room. Since moms' schedules may vary from day to day, the room is scheduled amongst the moms themselves.

The guidelines for the New Mothers' Room ensure complete discretion, privacy and security. The door is locked at all times and only a set number of keys exist. To receive a key, new moms must call the General Office Department. There is a \$25 deposit—refundable once access to the room is no longer needed. This deposit allows us to keep track of the number of people who have keys checked out and to keep this room as private as possible.

**Nancy Schnurr, work/life coordinator, CIGNA Work/Life Programs, Philadelphia, PA:**

CIGNA has lactation rooms in many site locations. Below is the lactation program information we provide to employees. To ensure optimum success for employees and their babies, new moms receive ongoing support from a network of breastfeeding experts before and after the birth of their babies.

**Before delivery**—A lactation consultant talks to the new mom about how she can prepare for breastfeeding and what to expect when the baby arrives.

**After baby**—During the new mom's short-term disability, a lactation consultant contacts her to answer questions, talk about a healthy nursing diet, discuss proper breast care, and help the new mom prepare to return to work while continuing to nurse her baby.

**Before returning to work**—A consultant will teach the new mom how to properly store milk. The consultant also provides tips on maintaining the milk supply and demonstrates the use of a breast pump—standard equipment found in every CIGNA Nursing Mothers' Room.

**After returning to work**—During the next six months the consultant contacts the new mom every few weeks to answer questions and ensure that the mom and baby are doing well.

*\*The information from Sidebar A was compiled from ESM Association's E-Mail Listserve. If you are interested in asking your peers for advice about employee services and receiving feedback via e-mail, contact ESM Association Headquarters at [esmahq@esmassn.org](mailto:esmahq@esmassn.org).*



## How employers can help

- **Lactation room:** A lactation room is an easy and low-cost program for breastfeeding moms.
- **Education:** Employers provide education on breastfeeding, infant nutrition, wellness, and safety. They also offer breastfeeding support services including access to certified lactation consultants. Lunch-time seminars for new mothers teach the latest approaches to breastfeeding and infant care.
- **Promote a family-friendly atmosphere:** Employers play a critical role in improving attitudes towards breastfeeding by educating departmental managers about the benefits of breastfeeding and ensuring that they are accepting of mothers' needs.

## Lactation program tips

Implementing a corporate lactation program can be challenging for those unfamiliar with breastfeeding. LLLI provides the following tips on implementing a corporate lactation program.

1. A lactation room should include at least two electrical outlets; a sink; a comfortable chair; a small table; a foot stool; CD/cassette player; small refrigerator; markers to label bottles of expressed milk; clock; paper towels; dish soap; hand soap; waste basket; dish-drying rack; and a place to display/store reading materials. Many lactation rooms provide a bulletin board for participating mothers to display pictures of their families. Mothers agree that seeing photos of their babies allows them to relax and express milk more readily. It is important that the doors have functioning locks because mothers may want privacy. The lactation room need not be large—employers can easily convert a vacant office or storage room into a lactation room.

2. Mothers can rent or buy their own pumps or the company may choose to purchase them. Look in the local yellow pages for rental depots that offer a variety of electric breast pumps.

3. Post a schedule/sign-in sheet on a wall outside the lactation room. This allows a mother to select time slots that are convenient for her.

4. Ask mothers using the room to fill out a monthly survey that assesses the lactation program's effectiveness. The survey should evaluate mothers' satisfaction with the facilities, their intention to continue using the room and any additional needs.

## Conclusion

Working new mothers want the option to continue breastfeeding their newborns once they return to work, while having the support of coworkers and upper management. By offering lactation services to nursing



mothers, employers can decrease absenteeism and healthcare costs and position themselves as a family-friendly company. **esm**

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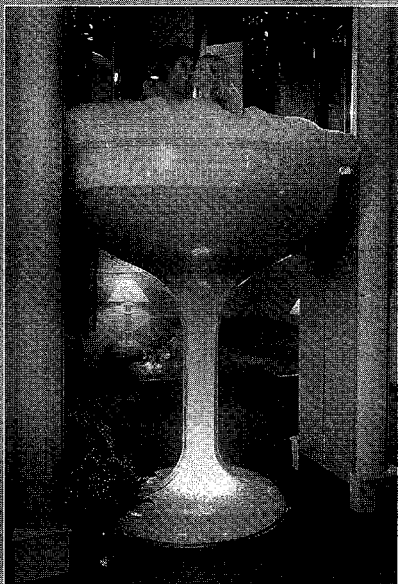
*Cindy Kazan is the media contact for Work/Life Benefits, Lakewood, CA. For more information about creating an employer-sponsored lactation program, please contact Elizabeth Weinstein, manager of marketing, Work/Life Benefits, at (781) 483-3600.*

*La Leche League Int'l (LLL), Schaumburg, IL, is a nonprofit organization and authority on breastfeeding. Contact LLLI at (847) 519-7730 or [www.lalecheleague.org](http://www.lalecheleague.org).*



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# Campaign Assessment



## How to conduct an Integrated Evaluation of your community service program

By Brooks Kenny

Over the years, several studies have documented how community service campaigns—also referred to as cause-related marketing initiatives—help companies build stronger relationships with employees and customers, enhance their overall corporate image, differentiate products and services, and increase sales—all while helping nonprofits raise funds, increase awareness and improve society. Effective community service programs integrate the efforts of many departments within the company. This makes it increasingly important for companies to have tools in place to conduct an Integrated Evaluation of their efforts. Integrated Evaluation is the practice by which each department within the company participates in the evaluation process to add to the overall value and success of the community service program.



## Bringing value to the campaign

Integrated Evaluation has many benefits. The evaluation process maintains communication among key departments, encouraging them to understand one another's needs and intended outcomes. It offers insight into which campaign components work well and which ones need improvement. It increases the likelihood that the company will achieve its intended community service goals. Evaluation also allows employee services providers to document results, provide success stories to stakeholders and, most importantly, help justify community service programs to management.

## Evaluation steps

While it may seem logical to evaluate efforts once the campaign is concluded, a successful Integrated Evaluation plan begins before the project commences. It is also wise to conduct evaluation throughout the process of developing and executing the community service initiative. Integrated Evaluation can be divided into 11 simple steps based on the phases of developing a community service program.

**1. Plan an evaluation strategy.** Integrated Evaluation defines areas for improvement within an existing program, documents successes and areas that work well and assesses the overall outcomes of your efforts.

**2. Identify (by position) leaders with decision-making authority.** These coworkers can serve as a company-wide "working team" that directs the execution and evaluation of the campaign. The team should include leaders from key departments including Product/Brand Management, Marketing/Advertising, Public Relations, Human Resources, and Government Relations.

**3. List techniques for engaging employees with the campaign.** Learn what issues they care about, suggestions for how to involve volunteers in the program and recommendations for executing the campaign. Obtain employee opinions through focus groups, written surveys and face-to-face interviews.

**4. Specify the company's customer base.** Identify issues that are important to customers and the company can improve. Obtain customer opinions and concerns also through focus groups, surveys and face-to-face interviews.

**5. Research existing approaches and materials related to your cause.** List any similar activities competitors have undertaken. This information is important for directing a strategic planning process.

**6. Share any criteria for success you have identified (even if preliminary).** Criteria for success can also be thought of as campaign objectives and should be specific, measurable, realistic, and achievable.

**7. Develop a strategic plan.** The plan should include—at minimum—goals, audiences, strategies, tactics, evaluation measures, an implementation schedule, and a projected budget.

**8. Pretest the strategic plan and communications messages and materials.** Obtain feedback from employees from different areas, customers, stakeholders, and board members.

**9. Conduct ongoing evaluation.** Address how the program is being implemented and allow for adjustments as needed. Questions to consider include: Are the planned activities taking place in the timeline that was intended? Is the campaign addressing employees' needs? Is the company monitoring sales during program execution? Is the cause promoted effectively? How is the cause benefiting from the campaign?

**10. Identify what data to collect to document the success of your efforts.** Data can include the number of people reached, materials distributed, partners the company collaborated with, employees who participated in volunteer activities, volunteers publicity attained, and funds raised for the cause.

**11. Create a final Executive Report.** Strategize the method for sharing it with key audiences (employees, customers, board members, etc.). Components of the report include: executive summary of initiative, description of strategies, list of success measures, and recommendations for future programs.

## Conclusion

Although evaluation is a crucial component to every community service program, many are overwhelmed by it. Employee services providers often site that they don't have the resources in place to undergo extensive evaluation, that there simply is not enough staff to carry out





such activities and that evaluation is far too complicated. These are realistic concerns. Without a well-thought out plan, it can be quite complicated.

However, with staff in place from multiple departments within the company and a thought-out plan, Integrated Evaluation can be a valuable part of the campaign. Having the capacity to document successes, increase communications and efficiencies within the organization and report to key constituents that you accomplished business objectives while improving society is a tremendous value. When thoughtful evaluation takes place, the company can promote its pro-

gram and share its successes with other executives in the field, thus institutionalizing the strategy of Integrated Evaluation and helping to move the practice of community service forward. **esm**

*Brooks Kenny is principal of Promoting Public Causes, Inc.™, a national marketing communications firm with offices in Washington, DC, and Chicago, IL. Promoting Public Causes helps companies, nonprofit organizations and government agencies expand their social responsibility efforts through cause-related marketing initiatives. Kenny can be reached at (301) 530-4023, [info@publiccauses.com](mailto:info@publiccauses.com) or [www.publiccauses.com](http://www.publiccauses.com).*



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## Nominate Your CEO

Have your company recognized as an Employer of Choice by nominating your Chief Executive Officer (CEO) as ESM Association's Employer of the Year. ESM Association Headquarters is now accepting nominations for the 2003 Employer of the Year Award. Organizational Members may submit their CEO for nomination by December 2, 2002. We plan this far in advance so that the winner may be notified and his/her schedule cleared for acceptance at the Member Appreciation Luncheon during ESM Association's 62<sup>nd</sup> Annual Conference and Exhibit, May 18-21, 2003, at the Royal Pacific Resort at Universal Orlando® a Loews Hotel, Orlando, FL.

The criteria for judging entries are as follows:

- The person must be the CEO or equivalent of the member company.
- The CEO should have a general knowledge of the company's employee services program.
- The nominee must make statements regarding why and to what extent he or she supports the program.
- The CEO must justify how employee services are important to the productivity and morale of the workforce.
- The CEO must have a reasonable chance of accepting the award in person, i.e., the nominee's schedule is clear (at the time the nomination is submitted) to accept the award at the conference.

Please fax or e-mail nominations to ESM Association Headquarters, Attention: Employer of the Year

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# The Gift of Time

**Demonstrate appreciation and retain top talent by presenting employees with home service gift certificates**

By Christina Higby

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**T**he U.S. Department of Labor, Washington, DC, found that employees quit mostly because they do not feel appreciated. According to a Wichita State University study, the reason is likely because only one in five employees has ever been publicly praised at work and less than half receive personal thanks from managers. Employee Services Management (ESM) Association member companies seem to exceed the norm. According to *ESM Association's 2002 Member Profile*, 67 percent of ESM Association member companies offer recognition awards, 58 percent show appreciation through achievement awards and 82 percent provide years of service awards. Still, all companies would do well to integrate new recognition programs into their employee services offerings to help retain top talent. Realizing that recognition programs are key in maintaining a content workforce, ESM Association partnered with ServiceMaster Home Service Center, Downers Grove, IL, to provide employee services providers with an innovative recognition program that rewards employees by helping them balance work and life.

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## **Companies may feature ServiceMaster gift certificates in the employee store, employee services office or other outlets.**

### **Employee benefits**

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### **Employer benefits**

Employee services providers can use the home service gift certificates to reward employees who achieve business goals, to promote recognition of volunteers or to ease the transition of an employee's relocation. In addition to using the gift certificates as recognition gifts, ESM Association members can also offer employees the convenience of purchasing them onsite for themselves or to use as gifts. Companies may feature ServiceMaster gift certificates in the employee store, employee services office or other outlets. Employees use them to save time and money while managers use them to show appreciation, create a content and productive workforce and retain top talent.

### **Sweet simplicity**

ESM Association makes it easy for members to access this new member benefit. Gift certificates are available in \$25, \$50, \$100 and \$250 increments. Simply visit [www.esmassn.org](http://www.esmassn.org), click on the ServiceMaster link, print out an order form, fill it out, and fax or mail it to ESM Association Headquarters. Upon receipt, ServiceMaster will promptly ship the ordered gift certificates, usually within five business days.

Employees appreciate the program's simplicity. Once they receive a gift certificate, they call ServiceMaster's toll-free number 888-WE-SERVE. Customer care representatives are available 24 hours a day, seven days a week to provide a service cost estimate and schedule services. After ServiceMaster technicians perform the service, they retrieve the gift certificate from the employee. Credit card information is required to confirm services with the provider, but credit cards will only be billed if the gift certificate does not cover the entire cost of service.

### **Saving money**

Home service costs vary based on the service selected, number of visits (single/multiple), location (city and state), size of the home (number of bedrooms, bathrooms, carpeted rooms), and size of the yard. ServiceMaster also provides monthly special offers. One special helped employees save \$20 on carpet cleaning while another provided a \$10 discount on maid services. Specials are listed on [www.servicemaster.com](http://www.servicemaster.com).

ServiceMaster also offers qualifying ESM Association member companies a ServiceMaster Home Service Center Membership—a \$79 value. The membership includes a discount book for home services totaling up to \$1,000 in savings per employee. Members also receive a five percent discount on all orders over \$500. Users must meet the following 2002 gift certificate purchasing requirements:

- Under 1,000 U.S. employees—\$2,500
- 1,000 to 5,000 U.S. employees—\$5,000
- Over 5,000 U.S. employees—\$10,000

### **Media attention**

The partnership between ESM Association and ServiceMaster recently gained media attention. News articles about the new member benefit appeared in the *Chicago Tribune* and *Work & Family Newsbrief*. According to *Chicago Tribune* Work/Life Columnist Carol Kleiman, "The 'gift,' which members purchase for their companies from the association, is right on tar-







get: It's the use of ServiceMaster professionals to do all those home repairs you never have time to do yourself. Just in time."

### Conclusion

As employees work longer hours to make ends meet in a slow economy, they require assistance in managing life's responsibilities. Employees will enjoy the convenience ServiceMaster gift certificates provide with such home services as cleaning and landscaping. What employees will appreciate even more is that managers recognize their hard work and dedication to the company. Rewarding employees with ServiceMaster gift certificates is simple and cost effective. Companies reap the benefits of a content and productive workforce.

**esm**

*Christina Higby is editorial assistant for Employee Services Management (ESM) Magazine, published by ESM Association, Oak Brook, IL. She can be reached at (630) 368-1280 or [christinahigby@esmassn.org](mailto:christinahigby@esmassn.org). For more information about the ESM Association/ServiceMaster partnership, visit <http://promo.servicemaster.com/esm/esmprogram.html>.*

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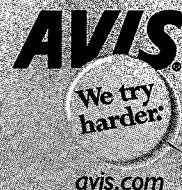
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CONTINUED FROM PAGE 28

## Sidebar A

mon areas, such as bathrooms and on fax machines, than in offices and cubicles.

Telephones and desks are more contaminated than common areas most likely because, in offices, common areas are cleaned daily. A crew comes in at night and cleans bathrooms, kitchens and copy rooms—but they don't always clean the surfaces in individual offices and cubicles. Oftentimes, the cleaning crew only empties the trash in these locations, even though employees may eat one or two meals a day at their desks.

"We don't think twice about eating at our desks, even though the average desk has 100 times more bacteria than a kitchen table and 400 times more bacteria than the average toilet," Gerba says. "Without cleaning, a small area on your desk or phone can sustain millions of bacteria that could potentially cause illness."

### Study highlights

- Bacteria levels decreased drastically by nearly 100 percent if surfaces were treated with a disinfectant once a day.



## OFFICE GERM HAVENS

The top five most germ-contaminated spots in an office environment:

1. Phone
2. Desktop
3. Water fountain handle
4. Microwave door handle
5. Keyboard

- Among employees who did not disinfect, bacteria levels increased an average of 19-31 percent on their telephones, computer mice, keyboards, and desktops throughout a typical workday.

- The area on a desk where an employee rests his or her hand has, on average, 10 million bacteria.

### Bacteria busters

So how can employees control the spread of illness-causing bacteria? "One good way to kill bacteria and help stop the spread of germs is to regularly clean your personal workspace," Gerba says.

**Once a day:** Spending more time at the office? Don't let your home away from home become a petri dish. Disinfect commonly touched office surfaces such as your phone, computer mouse, keyboard, and desktop.

**Do lunch:** You always wipe up the table after eating at home. If your desk doubles as a lunch table most days, use a disinfectant after lunch to dramatically reduce bacteria and germs on your desk and other work areas with hard non-porous surfaces.

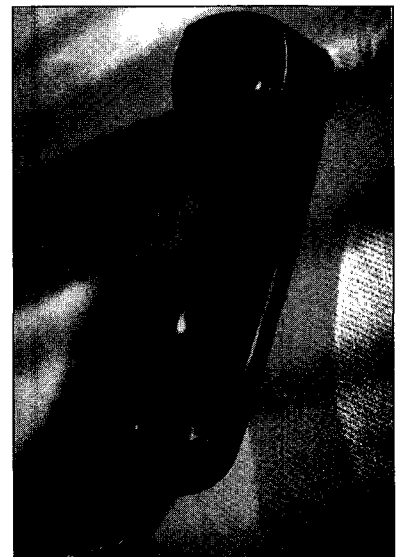
**Travel companion:** Take control of your environment. Bring along a

hand sanitizer when you're traveling and use it after shaking hands with colleagues.

### Conclusion

Employees who eat at their desks likely do so because they are taking shorter lunch breaks to remain productive. If this is the case, they likely cannot afford to miss work due to illness, but they must eat lunch to remain healthy. Make sure employees have options for grabbing a quick bite to eat, either by visiting an onsite cafeteria or eating in a nearby meeting room. House disinfectants in the office kitchen and encourage employees to use them to keep their work areas germ free. Also, request that the cleaning staff disinfect employees' desktops, telephones and keyboards in offices and cubicles. **esm**

For more information about this survey, contact Mary Seltzer, Ketchum, San Francisco, CA, at (415) 984-2235 or [mary.seltzer@ketchum.com](mailto:mary.seltzer@ketchum.com), or contact Mary O'Connell, The Clorox Co., Oakland, CA, at (510) 271-7166 or [mary.o'connell@clorox.com](mailto:mary.o'connell@clorox.com).





### **ESM Association Headquarters' Office Member Services Department**

Jamie Sennett, director of  
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jamiesennett@esmassn.org

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## Dishing the dirt on desks

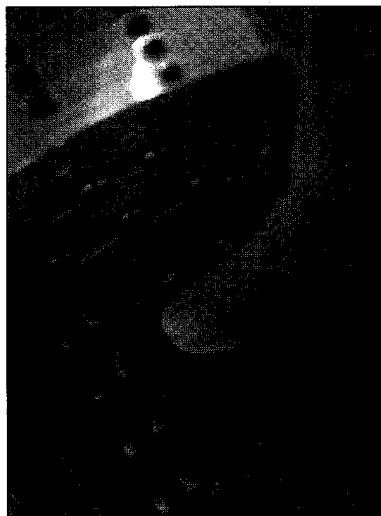
**Researchers find the average desk harbors 400 times more bacteria than the average toilet seat**

By Mary Seltzer & Mary O'Connell

**W**orking late again? You're not alone. According to a new study by the University of Arizona Germ Guru Dr. Charles Gerba, you have plenty of bacteria keeping you company. The study, the first of its kind to measure normal bacterial levels inside offices across America, found that paper isn't all that's piling up on desks. In fact, the average desk harbors 400 times more bacteria than the average toilet seat. Unless employees disinfect their desks during the day, bacteria levels climb, peaking after lunch.

### Spending more time at work

According to the Families and Work Institute, New York, NY, the average workweek has increased from nearly 44 hours to over 47 hours. Fewer employees call in sick because many companies expect sick days per capita to average less than five a year, about half the length of the average bout of flu. The average person can touch and re-touch up to 300 surfaces in 30 minutes. The result is employees spreading a multitude of germs around the office. Employees also bring contaminants home from the



office on their hands and even purses and quickly spread them on surfaces throughout the home.

### Office rankings

The study, funded by a grant from The Clorox Co., Oakland, CA, found that surfaces in personal work areas, such as offices and cubicles, had higher bacteria levels than surfaces in common areas. Telephones came in as the number-one home for office germs, followed by desks, water fountain handles, microwave door handles, and computer keyboards. Overall, bacteria levels are lower in com-

CONTINUED ON PAGE 26



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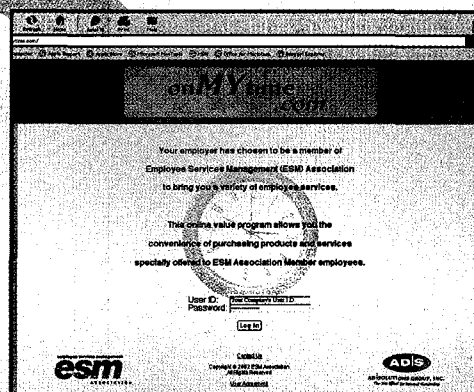
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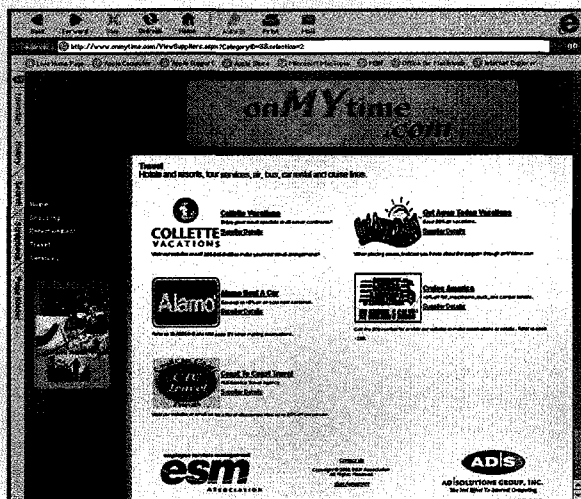
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# esm

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## Members receive a new benefits package in 2003

**ESM Magazine changes to make way for a new wave of member services**

In 2003, members can expect more communication from ESM Association and a change in how they receive member services. Similar to other innovative professional associations, ESM Association's Communication Department will redirect its focus from print to e-mail and web communication in an effort to provide members with new services and more timely information. As a result, members will notice less paper in their mailboxes and more messages in their e-mail in-boxes that bring their attention to information on the web. Next year, members will receive two new career tools—a Monthly E-Mail NewsTracker Service and results from Quarterly Member Surveys that examine industry trends. These additions are just two of the many initiatives ESM Association has implemented over the years to remain on the cutting edge of technology.

Beginning in January, ESM Association will help members reduce their reading piles with the launch of its own Monthly E-Mail NewsTracker Service that identifies recent news articles pertaining to the employee services field and delivers them to members' e-mail in-boxes. Within the text of these e-mail messages, members will receive story highlights and links to full news articles. The goal of this service is to save members time and ensure that they are always aware of the latest employee services research, trends and benchmarking information in the media.

Also available in 2003, ESM Association members will receive the results of Quarterly Member Surveys. ESM Association will survey members about specific trends in the employee services industry and analyze the results. Members will receive the survey results at no cost. The information will help members regularly benchmark with peers and the surveys' statistics can be used to justify new programs to management.

As a result of ESM Association's growing member services package, *ESM Magazine* will now be published by-monthly instead of 10 times a year. This change is in line with ESM Association's efforts to deliver more news to its members in a timely manner while maintaining costs in a tight economy. The change will commence in 2003 with a January/February combined issue.

As always, ESM Association members will receive a subscription to *ESM Magazine* with their membership. Expect *ESM Magazine* to deliver the same valuable news, including the examination of employee services trends, details about popular programs, creative programming ideas, tips on selling ideas to management, and advice on positioning employee services programs as recruitment and retention tools.

ESM Association is excited about its new Monthly E-Mail NewsTracker Service and Quarterly Member Surveys, and we hope you are too. To ensure that you receive all of the new member benefits awaiting you in 2003, make sure that we have your current e-mail address. Please e-mail us at [esmahq@esmassn.org](mailto:esmahq@esmassn.org) to update your records. Enjoy your new career tools and happy holidays!

*Renee M. Mula*

Renee M. Mula  
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### Publisher

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17. Signature and Title of Editor, Publisher, Business Manager, or Owner  
*Renee Mula, Editor*  
Date: November 8, 2002

I certify that all information furnished on this form is true and complete. I understand that anyone who furnishes false or misleading information on this form or who omits material or information requested on the form may be subject to criminal sanctions (including fines and imprisonment) and/or civil sanctions (including civil penalties).

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## Motivating employees

### Employee recognition programs promote a caring, team atmosphere

By Gregg Campa and Clive Mettrick

**O**rganizations with employee recognition programs receive higher employee satisfaction scores, according to studies performed by the Business Research Lab, Chester, VT. Employee services providers implement formal recognition programs to demonstrate an appreciation for employees and their work. In turn, employees experience a sense of accomplishment and pride for the organization. The result is a motivated workforce. Successful recognition programs complement competitive wages, are available to all employees and offer a variety of rewards.

#### Compensation is important

Employee services providers often debate whether it is more effective to reward employees with cash or gifts. These two methods need not be mutually exclusive. If a company's median employee compensation is well below average compared to competing organizations (that is, those in competition for employees, not necessarily competitors within an industry),



then compensation certainly is an issue the company should address. However, employees' most prevalent complaint about compensation is the lack of relationship between pay and performance. In other words, if an organization lacks a strong pay/performance correlation, non-monetary rewards will not boost employee morale. On the other hand, if an organization pays its employees market rates and



# The 10 Components

grants larger pay increases to top performers, an employee recognition program based on gifts should motivate employees.

## Important components

A recognition program does not have to be expensive and the structure of the program is limited only by an employee services provider's imagination. Strive for a program that is fair, highly visible and consistent. To be fair, a program must not favor one employee over another. Basing rewards on an employee's job position or relationship with a supervisor is discriminatory. If employees

view the recognition program as management's "program of the month," they will perceive those who are nominated as management's "favorites."

Small, but meaningful, achievements may go unrecognized, unless there is a plan to actively solicit nominees. Making an effort to publicize the program helps to ensure consistency and fairness. Develop an effective and carefully documented means for identifying employees deserving of recognition. In some recognition programs, employees can easily nominate peers for recognition. As a supplement to

a nomination program, some supervisors keep lists of notable employee achievements.

## Choosing rewards

Consider offering rewards of varying value. One approach is to initially offer small rewards. Then, at the end of the year, each employee who receives an award can be eligible to receive a larger reward. Some award ideas include:

- Dinner certificates
- A trophy or plaque
- Cash bonuses
- A pizza party thrown in the recipient's honor or for an

### Sidebar A

## RECOGNITION IDEA

In response to a recent Employee Services Management (ESM) Association E-Mail Listserve\* question, Isabella Kourtis, benefits specialist, EquiServe, Canton, MA, described her company's recognition program as follows:

"EquiServe, a provider of shareholder services, bases its People In Motion recognition program on performance. The program recognizes associates (EquiServe employees) who embody the company's core values. People In Motion has four tiers:

**Daily Recognition**—Associates recognize coworkers who respond to customers in a timely manner, display courteous action or exemplify behavior connected to EquiServe's core values. The reward is a blue man 'Nova' statue that associates can display at their workstations.

**Associate of the Month**—In this tier, EquiServe recognizes up to 30 associates each month for exhibiting one or more core values during interactions with internal and/or external customers. The company holds a celebration each month in the cafeteria where members of senior management award certificates to the winners.

**Quarterly Team Award**—The company awards up to six teams that have significantly improved their performance over a three-month period or demonstrated outstanding performance under unusual circumstances. Senior management presents certificates to award winners during a quarterly celebration in the cafeteria.

**Associate of the Year Award**—This award recognizes up to 20 associates who have demonstrated exceptional performance in relation to EquiServe's core values. The company recognizes associates in this category during an annual company-wide recognition event and treats them to a four-day, three-night, offsite trip. This year, the trip was in Naples, FL."

*\*The information from Sidebar A was compiled from ESM Association's E-Mail Listserve. If you are interested in asking your peers for advice about employee services and receiving feedback via e-mail, contact ESM Association Headquarters at [esmahq@esmassn.org](mailto:esmahq@esmassn.org).*



entire group that has done a great job

- Airline bonus miles
- A "top achiever" ribbon
- A reserved parking space
- An extra paid day off
- Movie passes

The reward itself should be specified in an explanation of the recognition process. Employee services providers can praise and reward employees at a workforce gathering and via corporate com-

munications such as the employee newsletter or intranet site.

### Expressing thanks

Many of us spend more time with the people we work with than with anyone else, including family. How many of us take the time to express thanks to employees and colleagues for a job well done? The day-to-day routine gets the better of us and we begin to take others for granted. Position employee

recognition programs as reminders to express thanks to those people in our lives who are so deserving of it, whether at work, at home or anywhere else. **esm**

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# A Fresh Approach

**One woman's mission to turn around an ailing program with a new point of view**

By Joan Gaffany

When I began working for the Federal Bureau of Investigation (FBI), Washington, DC, in 1993, employees received a minimal amount of services through the FBI Recreation Association (FBIRA). As the manager, services and activities, of the FBIRA, it is my responsibility to put together a program that not only benefits the employees, but enriches their daily work experiences. With 10 years of prior experience, including a position as manager of the Foreign Affairs Recreation Association (FARA) at the U.S. Department of State, Washington, DC, I have learned that small changes can make a big difference in improving program participation and boosting employee morale. Here are a few of the programs the FBIRA provides and some changes I implemented to generate excitement for existing employee services.

## **Appealing to the masses**

I work with Eboni Russell, activities assistant, and a 10-person Board of Directors to manage the FBIRA. My approach to employee services is to be available for the FBI Headquarters' 8,000 employees. The FBIRA office is located in the headquarters' building at the back of the FBI employee store, near the cafeteria, travel office, bank, and onsite gym. Our front-desk area allows employees to visit frequently and request information.

In 1993, I developed a plan to increase program participation by eliminating our membership fee policy. We charged employees three dollars to join the FBIRA

and receive a membership card. All employees were required to show their membership card before shopping in the employee store, and if they lost their card, they could purchase a new one for a dollar. Despite the FBI's large employee base, only a minimal amount of employees signed up each year. Since the FBIRA serves only FBI employees, there was no chance of growing the membership base. After examining the membership card policy, I determined that the cards, in effect, prevented employees from visiting the employee store and the FBIRA office, rather than encourage them to use the services. Hoping to increase sales, we decided to elim-



## The FBIRA holds periodic contests to build camaraderie and boost morale.

inate the membership fee and give every employee an automatic membership. I advertised the new policy to employees via bulletin boards, signage and the employee newsletter. Over a short period of time, program participation grew dramatically and we more than recuperated the money lost from eliminating the membership fee.

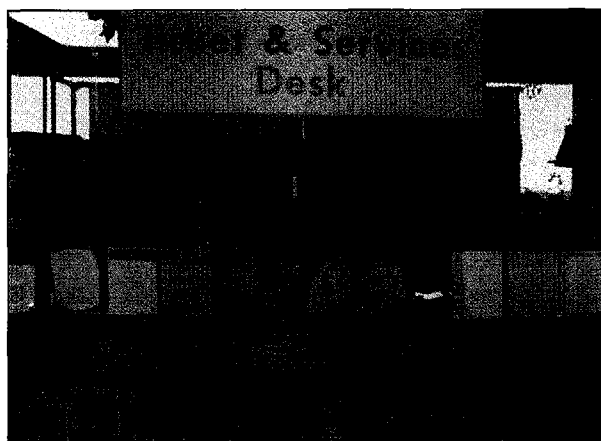
### Improving their swing

Traditionally, the FBIRA organizes sports leagues, one of which is golf. Each year, we host five major golf tournaments between May and October at various local golf clubs. In 2001, approximately 54-60 players participated. My goal was to increase the number of players. I decided to award a "Player of the Year" trophy and asked all players to create a point system that was fair to everyone. With the new point system, every participating employee earns 10 points per tournament; the first-place winner in a tournament earns five points; employees whose balls land closest to the pin earn five points; and the golfer with the longest drive earns five points. We also hold a putting contest at every tournament, whereby each golfer is allotted two attempts at sinking a 40-ft. putt. If they sink it, they earn three points.

These incentives encouraged more golfers to participate and play often. In addition to the "Player of the Year" trophy, the FBIRA awarded the winner free golf during next season's tournaments and a lead crystal bowl worth \$300. This year, excitement built when three people accumulated the same amount of points and competed for a "Sudden Death Putt-Off."



Lee Baughman (left) and Erik Carpenter (right) show off the 2001 Player of the Year Trophy they won during the FBIRA Golf Tournament.



Darlene Gilliam, former activities assistant, (left) and Joan Gaffany (right) pose at the FBIRA Ticket and Services Desk, centrally located in the employee store, where employees can stop by and receive employee services information.

By the end of the 2002 season, the FBIRA saw the participation average increase to 80-100 players per tournament.

### The convenience of onsite shopping

I began the project of implementing onsite Vendor Sales to provide FBI employees with the convenience of onsite discount shopping. At first, our Vendor Sales consisted of small-ticket items such as jewelry, men's ties, wallets, knick-knacks, and ceramics. As the FBIRA acquired additional room space, I added vendors that sold big-ticket items such as artwork, collectible figurines, linens (sheets and towels), books, handbags and luggage, shoes and boots, furniture and appliances, and clothing. Employees appreciate the event and vendors often accumulate sales of up to \$20,000. All vendors pay a 20 percent commission, which goes toward prizes, giveaways and special programs for FBI employees.

### Everyone loves to win

The FBIRA holds periodic contests to build camaraderie and boost morale. Most of the contests consist of guessing games offering valuable prizes, which either vendors donate or I purchase with FBIRA funds. Each time I plan a special event, I solicit prize donations from vendors to use in prize drawings. Prizes range from movie tickets and cash to trips and electronics. Vendors are always willing to donate prizes because FBI employees are great customers.

Our Christmas Door Decorating Contest provides great holiday decorations throughout the building. Employees compete, either individually or as a group,



## Fresh Approach

for the chance to win a first prize of \$500, which an office will often donate to their favorite charity or apply towards an office Christmas Party. Christmas Door Decorating Contest judges base their decisions on originality, which gets everyone's creative juices flowing.

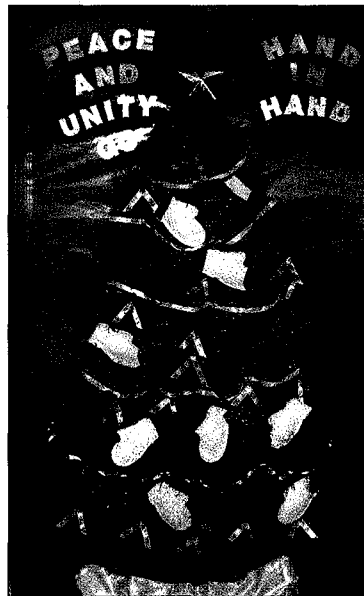
### Building pride in the FBI

In 1993, I implemented an Annual Holiday Ornament Program. Each year, I work with the designer who creates the White House Ornaments to create a symbol or emblem that appropriately represents the FBI during that particular year. This year, the ornament commemorates September 11, 2001. We create the brochures and romance cards included with each ornament. The FBIRA makes 100 percent commission on the ornaments, which helps support the FBIRA and the employee store. This program is now in its 10<sup>th</sup> year and many employees collect them all. By January, employees are already asking me to reveal the design for the next ornament.

FBI cookbooks produced by the FBIRA are another popular item sold to employees. Both celebrities and FBI employees submit recipes that we print in the book. Contributions such as Hillary Rodham Clinton's chocolate chip cookie recipe and Mimi Eisenhower's secret to homemade fudge, make the cookbooks a huge hit for the holidays. The FBIRA staff organizes the information, types it and proofreads each recipe. With nearly 500 recipes in each cookbook, it can take six to eight months to complete. The cookbook sales help fund employee services provided through the FBIRA.



The Official 2002 FBI Holiday Ornament commemorates September 11, 2001.



The third place winner of the Christmas Door Decorating Contest focused on the patriotic theme of peace, unity and working together.

### Traveling your way

The FBI has an in-house travel office to assist employees with individual travel planning. We offer discounted trips such as cruises, short weekend trips to the Poconos, Cruise and Stays to the Bahamas, Bed and Breakfast getaways, and bus trips. Most of the employees look for three- to four-day getaways as opposed to expensive, extended-stay trips, although, on occasion we offer longer, more extravagant vacations. We communicate the travel discounts through the employee newsletter, flyers and brochure racks. Currently, we are hoping to post our discounts on the FBI intranet site. We do not receive a commission from our travel partners, but they often supply us with prizes and giveaways, especially around the holidays.

### Conclusion

Over the past 20 years, it seems I have tried nearly every fundraiser imaginable. I acted on suggestions from peers and implemented ideas from Employee Services Management (ESM) Association. Some are successful and others are not as popular, but that is how I decide what services to offer in the future. The key is to uncover employees' interests and keep their likes and dislikes in mind when attempting new services. With this approach, I have learned how to keep my current programs fresh and add new programs that FBI employees are sure to enjoy. **esm**

Joan Gaffany is manager, services and activities, of the Federal Bureau of Investigation (FBI) Recreation Association, Washington, DC. She may be reached at (202) 324-3414 x14 or [raservices@aol.com](mailto:raservices@aol.com).

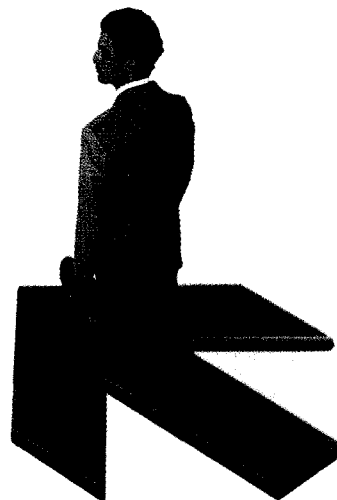


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Last year's highest-rated speaker, Erik Wahl, president, The Wahl Group, San Diego, CA, graces ESM Association's 62<sup>nd</sup> Annual Conference & Exhibit with his artistic spin on making a difference at work. This workshop will teach attendees bold, innovative strategies for helping their organizations remain ahead of the challenges, changes and competition of today's dynamic marketplace.

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<b>Sunday: Erik Wahl's Unlocking the Art of Innovation Pre-Conference Workshop</b> <i>8:00 a.m.-12:00 p.m.—Includes education and strategic-learning activities.</i>	\$145	\$210
<b>Sunday: Carole Smith's Volunteerism Pre-Conference Workshop</b> <i>8:00 a.m.-12:00 p.m.—Includes education and strategic-learning activities.</i>	\$145	\$210

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**Companies fight the gloom of the recession by offering work/life benefits to boost morale**

By John A. Challenger



**W**ith employers focusing on cost containment, one might assume that employee services, like so many other job functions, have been reduced or even eliminated as a result of the recession. However, there is evidence that companies are relying on employee services as tools to retain employees who exhibit a noticeable decline in morale due to the struggling economy. The difference between today's employee services and those of the previous economic boom is cost.

In interviews with human resource executives, four out of five said that the recession is having a negative impact on the mood/attitude of employees. According to the informal survey, the recession is impacting employees even more so than September 11, corporate scandals or 401(k) losses. Of those human resource executives who said the recession has affected employees, all reported that the result is decreased morale.

Companies are focused on cutting costs, as evidenced by continued downsizing. After job cuts are made, companies consider the remaining employees the chosen ones—employees who will form the foundation on which recovery and future expansion can be

built. Companies are doing everything in their power to hold on to these employees and keep morale high so that productivity does not suffer.

## **The evolution of benefits**

The recession has caused many companies to significantly reduce certain benefits, particularly health coverage. Sinking profits combined with rising healthcare costs for employers, which some reports say increased an average of 13 percent this year, have many companies reducing or eliminating benefits and/or asking employees to contribute a greater share toward healthcare premiums and deductibles.





As the responsibility of paying for healthcare benefits now falls on the workers, employers are looking for other employee services that foster a content and loyal workforce. Many have found the solution in a mix of family-focused benefits as well as simple perks that cost employers little or no money while improving the lives of their employees.

### Flexible scheduling

A financial services division of Lockheed Martin, Lakeland, FL, offers an extensive package of work/life benefits, including flexible work schedules and nursing rooms for new mothers. Flexible scheduling, popular among employees and employers, allows employees to work outside the traditional nine to five hours. For example, employees work 7:00 a.m.-3:00 p.m. so that they can pick up a child from school or travel to a second part-time job and still work a 40-hour week. According to the latest available data from the Bureau of Labor Statistics, Washington, DC, 29 million full-time wage and salary employees maintained flexible work schedules in May of 2001, up from 25 million in May of 1997.



### Telecommuting

Another popular benefit among the nation's time-starved employees is the option to telecommute, which many say is the ideal solution to work/life imbalance. As commuting times continue to rise in most urban areas, more employees request the option of working from home. A growing number of companies are granting these requests, according to the latest available estimates from the International Telework Association and Council (ITAC), Wakefield, MA. The number of Americans who telecommute at least some portion of the week jumped more than 42 percent from nearly 20 million in 1999 to 28 million in 2001. According to the ITAC survey, more than two-thirds of telecommuters say they are more satisfied or much more satisfied since they began working at home—figures that cannot be ignored by employers attempting to boost morale.



### Childcare

Childcare is another work/life benefit receiving increased attention from employers, despite the costs associated with it. A 2000 survey of companies with 100 employees or more, by the Families and Work Institute, New York, NY, found that 12 percent were

considering new childcare options, including daycare. Twelve percent of large companies provide onsite daycare, up from 11 percent in 1998.

JM Family Enterprises Inc., a Deerfield Beach, FL-based Toyota distributor and automobile service company, spent nearly \$2 million to build an onsite daycare center that accommodates 108 children, ages six weeks to



five years old. Parents of school-age children use the center during school holidays or closings for just \$26 per day. The onsite daycare is unsubsidized, meaning parents pay competitive rates of about \$130-\$174 per week depending on the child's age. It is considered a major convenience and loyalty-builder for working parents, who can now easily visit their children at lunch and avoid extra commutes to and from offsite childcare facilities. Companies that do not have money to spend on childcare facilities are implementing other services that help employees balance work with their family obligations such as offering assistance in arranging babysitters or providing extra sick days to care for an ill child.

### Something for everyone

Of course, not all employee services center around the family. Employers recognize that they must also make efforts to retain single employees. According to the latest government data, about 44 percent of the nation's employees have never been married or are now widowed, divorced or separated. Companies have to be careful not to alienate employees who do not fit into a special class, such as new parents. Employers are finding ways to satisfy all employees by instituting universal benefits.

Recognizing that long-term care is an important issue for many of its employees, Cogentrix Energy Inc., Charlotte, NC, initiated a program earlier this year that allows all employees to obtain long-term care insurance. Premiums for the insurance are conveniently deducted from the paychecks of those who enroll. The costs to the company are minimal—an important factor for a firm still heavily focused on cost containment.

Other companies find that health and wellness benefits appeal to the widest number of employees. These companies may establish a fitness center at the headquarters' location or arrange for a physicians group to make periodic visits and provide services at a fraction of the cost employees would incur at a hospital or at their doctor's office.



## Recognition programs

In addition to work/life benefits, some companies utilize no-cost services to improve employee morale and loyalty, some as simple as acknowledging an employee's contribution to the workplace. Motorcycle manufacturer Harley-Davidson, Milwaukee, WI, applies many innovative, no-cost techniques for improving employee loyalty. In addition to offering flexible schedules, the company regularly provides temporary use of its motorcycles, places letters of achievement in employees' personnel files, and arranges for front-row company parking.

Roche Carolina, Inc., a Florence, SC-based pharmaceutical company, instituted a special employee recognition program whereby any employee can nominate another employee to receive a gift from the company. The gifts are categorized into three tiers based on the employee's contributions. One-tier gifts recognize above-normal duties that support achievement of key department, team, company, or corporate objectives. For example, an employee who simplifies procedures

might receive a tier-one award of a restaurant gift certificate. On the other hand, an employee whose suggestions result in business improvements with a high-dollar impact may receive a three-tier gift of free airline tickets.

## Conclusion

All in all, employee services will not disappear in the wake of the struggling economy. Instead, in an effort to maintain high morale, companies are promoting their employee services and encouraging employees to utilize the programs. They are hoping their efforts will prove to employees that despite the corporate changes they've endured as a result of the economy, the company is still a great place to work. **esm**

*John A. Challenger is the chief executive officer for Challenger, Gray & Christmas, Inc., a Northbrook, IL-based international outplacement firm. He may be reached at (312) 332-5790.*

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# In the Spotlight

## Chase Manhattan Mortgage Corp. boosts employee morale with special events

By Christina Higby

### Vital Stats

**COMPANY:** Chase Manhattan Mortgage Corp.

**LOCATION:** Columbus, OH

**BUSINESS:** Mortgage services

**NUMBER OF EMPLOYEES:** 2,646

**EMPLOYEE SERVICES:** Employee store, community services, convenience services,

dependent care, recreation, recognition programs, special events, travel services, voluntary benefits, wellness

**SPECIAL EVENTS:** Chiller Night, Take Our Daughters to Work® Day, Company Picnic, Holiday Party, and Children's Holiday Party

**INTERVIEW WITH:** Ann Somers, event coordinator

While today's slow economy forces some employee services providers to cut back on special events, Chase Manhattan Mortgage Corp., Columbus, OH, still finds bottom-line benefits in supporting fun, family-oriented events for employees. Ann Somers, event coordinator,

Chase, and the special events staff, plan four or five major annual events that not only bring employees together, but offer fun activities for employees to share with their families. At little or no charge, attendees enjoy such events as Chiller Night, Take Our Daughters



to Work® Day and the Company Picnic. Chase plans the events to recruit and retain employees, boost morale and create a friendly corporate culture.

### Winter festivities

One of the easiest annual events for Somers to plan is "Chiller Night," held in early January at a local ice skating rink. Somers and the special events staff begin planning the event in December by booking the ice skating rink, promoting the event and implementing registration. All Chase employees and their families must register before arriving at the ice skating rink. For this two-hour event, Chase pays for the rental of the ice rink and party room and provides hot chocolate for participants. Employees and their guest(s) pay for skate rental, if needed. The event provides an outlet for employees to relax, spend time with family and friends and socialize with their peers. After moving the event from September to January, the attendance went from 50 to over 300 participants.

### Experiencing the real world

On the last Thursday of every April, Chase employees share their workplace and daily responsibilities with their daughters for Take Our Daughters to Work® Day. The special events staff oversees Take Our Daughters to Work® Day and 15 Chase employees form a volunteer committee to help organize the event. Event planning begins in January or February. Each year, Somers collaborates with JP Morgan Chase, New York, NY, to select a theme for the day. A theme helps engage the girls in fun and practical-learning activities. Last year's theme, "All About Me," encouraged the girls to become self aware through painting.

After a continental breakfast catered by the cafeteria, the young visitors get a taste of the real world with group activities from 8:00 a.m.-12:00 p.m. and job shadowing after lunch. Past activities included a video-conference call from one site to another, a relay race, mock interviews, mortgage education, and a craft project where the girls used paint and glitter to design "All About Me" T-shirts based on self expression. The girls, who range in age from 8-13 years old, also receive a tour of the building and participate in a session with senior management. Due to an overwhelming response, Chase limits participation to the first 40 girls who sign up. The company absorbs the event's costs.

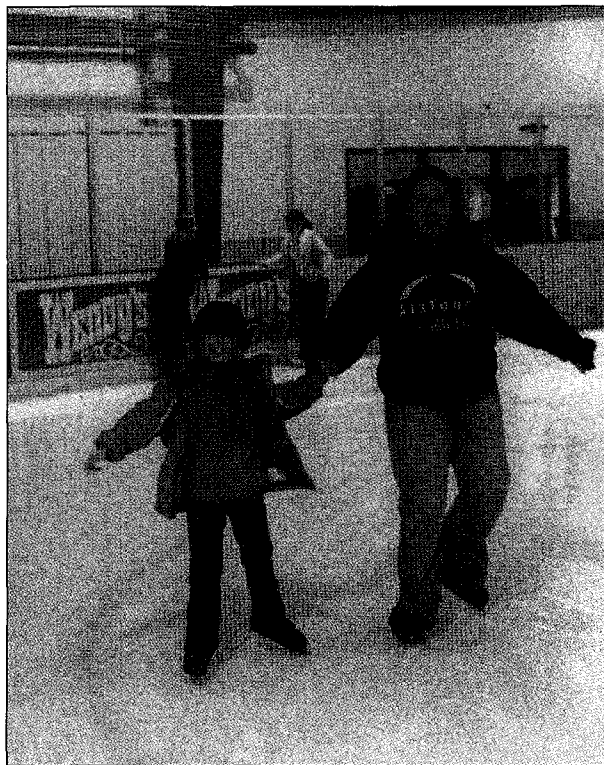
### Fun in the sun

Each June, Somers and the special events staff plan and execute the Company Picnic for employees and their families at one of the largest parks in the



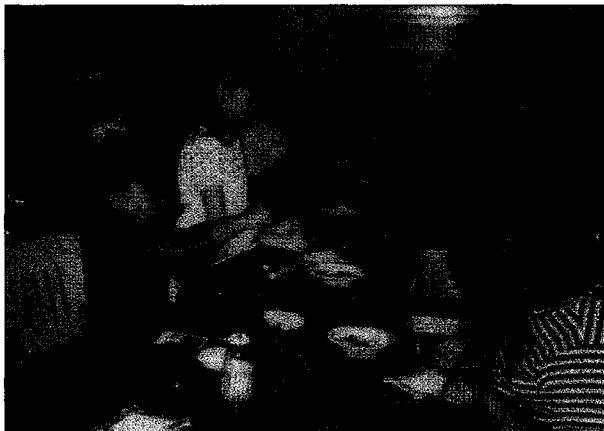
**Ann Somers, event coordinator, Chase Manhattan Mortgage Corp., Columbus, OH.**

Columbus, OH, area. Somers works with an outside vendor that she contacts the December before the event to set a date and sign a contract before year's end. Hiring an outside vendor helps relieve some of the time and pressure of planning. All other planning begins in March or April and promotion begins six weeks prior to the event. Although Chase provides the picnic and parking at no cost to attendees, employees must register for the event. They are permitted to invite anyone under 21 years old who is living in their home, and singles can bring one guest.



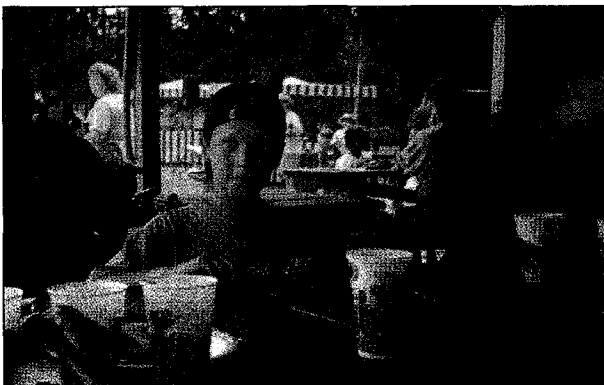
**Family members of Chase employees show off their ice-skating skills at "Chiller Night," an employee event held in January at a local ice rink.**





**Young female visitors work on creative projects during Chase's Take Our Daughters To Work® Day.**

All attendees enjoy a catered lunch buffet that includes hot dogs, chicken sandwiches, hamburgers, corn on the cob, chips, iced tea, lemonade, soft drinks, fruit punch, cotton candy, and ice cream. The vendor Somers works with provides games and activities for all ages. To lower costs, the vendor pays members of a local high school band to work the activity and registration booths at the event. Attendees attempt to conquer the Inflatable Obstacle Course, Climbing Wall and Titanic Slide, while children bounce around on the Inflatable Space Walk. Chase offers prizes for Bingo and interactive games such as the Ultimate Trivia Contest. Attendees can also join colleagues and friends in a game of volleyball. Last June, Somers hired a disc jockey and scheduled karaoke at employees' requests. The average overall attendance is 1,000 attendees. Last year, due to the heat, attendance decreased slightly to 820.



**An attendee of Chase's Company Picnic tries his hand at Bingo—juggling multiple game boards at one time.**

### Budget

Somers admits that Chase employees are fortunate that their employer still offers employee events, including the holiday parties and picnics, at no cost. She says, although events can be costly, Chase is responding to employees' needs and views the events as an investment in employee morale and satisfaction. Catering to a large number of employees' expectations can be challenging. Somers has the authority to eliminate events garnering low participation and reallocate that portion of the budget to new or existing events.

### Promotion

Somers promotes each event through mass e-mails, mass voicemails and flyers. The special events staff creates a flyer for each event, which is then posted, distributed and sent as an e-mail attachment to each employee. Somers uses Chase's voicemail system to record messages regarding each event and automatically send them to Chase employees. Upper management also helps promote the event by mentioning event details at staff meetings.

### Online registration

Employees can register online for all Chase special events. Somers uses a Lotus Notes database for this function instead of an intranet site. Employees enter the database and type in their name, department, supervisor, and any information relevant to the particular event (e.g., T-shirt size, guest name, etc.). Upon arrival at the event, employees must check in with a special events staff person who has a list of all registered employees and their guest(s). Somers says that online registration has tremendously helped her stay organized and reduce staff time.

### Conclusion

Chase employees enjoy annual company events that allow them to spend time with family while getting to know their colleagues. These employee services have helped the company to create a cohesive workplace. Special events often require a lot of funds and planning, but with management's support and employee participation, Chase's special events are successful and beneficial to the company.

**esm**

*Christina Higby is editorial assistant for Employee Services Management (ESM) Magazine, published by ESM Association, Oak Brook, IL. She can be reached at (630) 368-1280 or [christinahigby@esmassn.org](mailto:christinahigby@esmassn.org).*



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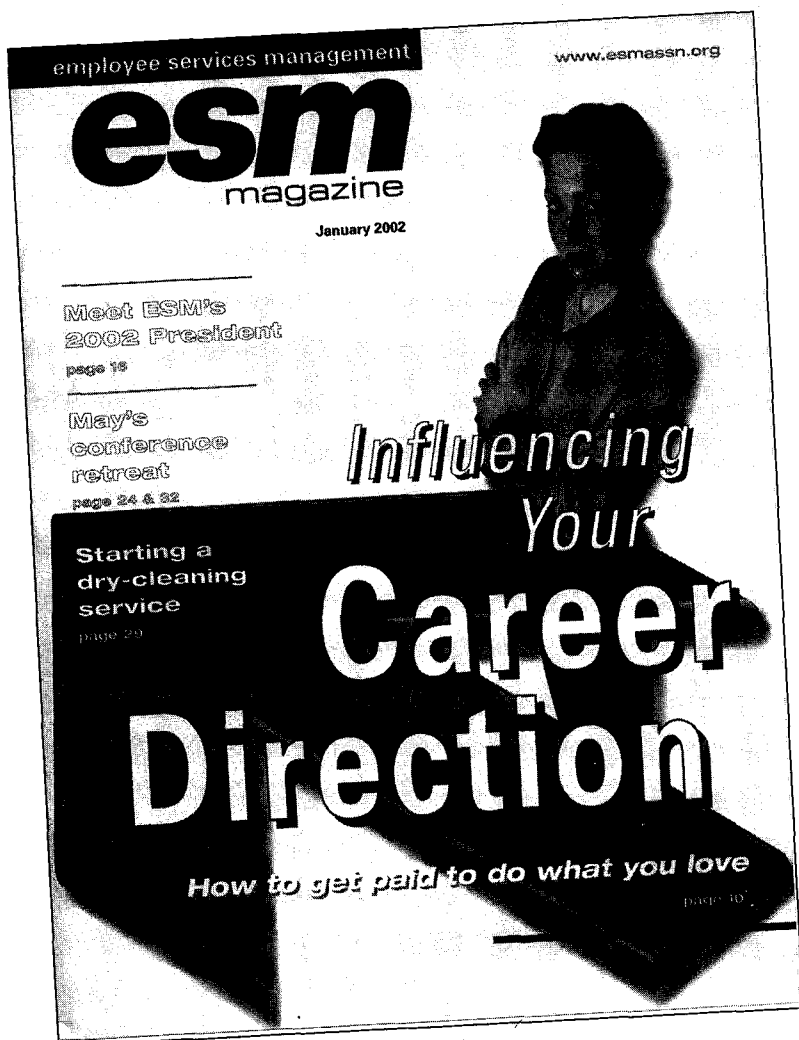
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- Keynotes and ESM News articles are archived in the Member Resources Section of [www.esmassn.org](http://www.esmassn.org).*



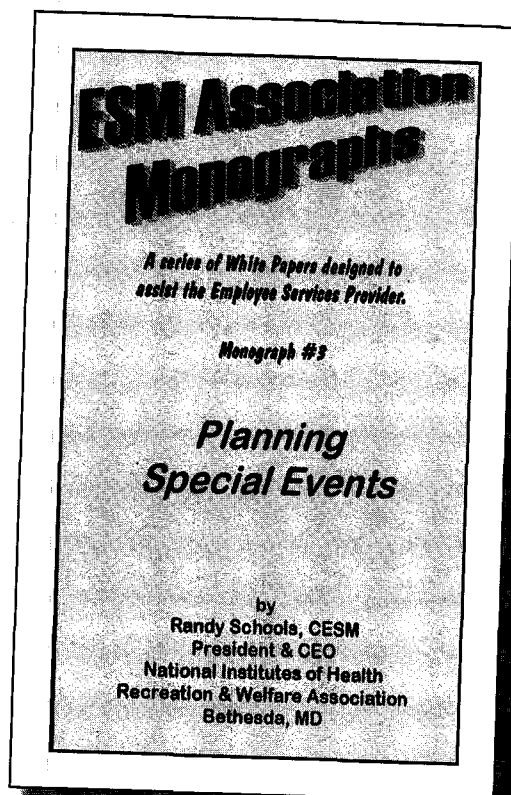
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Employee Services Management (ESM) Association's Monograph #3, *Planning Special Events*, by Randy Schools, CESM, president and CEO, National Institutes of Health, Recreation & Welfare Association, Bethesda, MD, advises on:

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- *Evaluating the event.*

This informative brochure is free to ESM Association Members. Also read Monograph #1, *Obtaining Management Support for Employee Services*, and Monograph #2, *Convenience Services for Employees*. View all three Monographs in the Member Resources Section of [www.esmassn.org](http://www.esmassn.org) or order a hard copy from ESM Association.



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## **ESM Association Headquarters' Office**

### **Member Services Department**

Jamie Sennett, director of Member Services  
(630) 368-1280  
FAX (630) 368-1286  
jamiesennett@esmassn.org

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## Sidebar A

## THE TEN PATHWAYS OF POSITIVE SPEECH

1. **Speak No Evil.** Say only positive statements. Let words of kindness fall from your tongue.
2. **Hear No Evil.** Refuse to listen to gossip, slander and other negative forms of speech.
3. **Avoid Rationalizing Destructive Speech.** Excuses such as, "But it's true," "I'm only joking" or "I can tell my spouse or best friend anything" just don't cut it.
4. **See No Evil.** Judge people favorably—how you would want them to judge you.
5. **Beware of Speaking Evil without Saying an Evil Word.** Body language and sarcasm can result in tremendous destruction.
6. **Be Humble, Avoid Arrogance.** These will be your greatest weapons against destructive speech.
7. **Beware of Repeating Information.** Loose lips sink ships. Seek permission even before repeating positive information.
8. **Honesty Is the Best Policy.** Tell the truth, unless it will hurt others, break your own privacy or publicize your accomplishments.
9. **Learn to Say, "I'm Sorry."** Everyone makes mistakes. If you've spoken badly about someone, clear it up immediately.
10. **Forgive.** If you have been wronged, let it go.

coworkers. Share with employees the following five steps to curb gossip at work.

### Be aware

Like any habit or sickness, employees must first realize that they are infected before they can take the initiative to rid it from their lives. For example, for many years, Bob was very much a gossip. He never understood why his friendships and relationships usually soured and coworkers avoided him. One day, while reading a book about gossip, he realized that he was addicted to spreading hearsay. While his discovery was upsetting at first, it gave him direction and he eliminated gossip from his conversations.

### Make a decision

Once you've identified this problem in the workplace, take the initiative to end destructive habits. Although employees may be ac-

custom to this behavior, they can control it. If going "cold turkey" is impossible, take it step-by-step. Make an agreement amongst coworkers to speak 10 percent less gossip per day for the next week, then another 10 percent, then another, and so on. Forbid taboo conversation at the office, and suggest that employees cut out gossip in all other areas of life.

### Build a fence

Keep away from situations that usually lead to gossip. In the same respect that a fence will hopefully keep an unwelcome neighbor from coming into the yard, avoiding rumor-laden situations in the office will help employees resist the temptation to gossip.

### Change the subject

If an employee is about to spread rumors (or just did), smoothly and tactfully change the subject. Rather than insult, put down or

embarrass the speaker, simply change the direction of the conversation. Have several topics, recent events or other happenings in mind (non-gossipy, of course) into which you can easily segue. If this technique fails to stop the gossip, politely excuse yourself. If the colleague asks why you are leaving, kindly explain that talking about others makes for an uncomfortable situation. This way, you avoid listening to hearsay altogether.

### Play the "reverse gossip" game

Another defense you can take against rumors is to counteract a gossip's behavior. When someone says something negative about another person, relate a positive point or characteristic about that person. For example, Pat says, "Jen is really lazy." The listener responds, "I've never noticed that, but she sure has a good way with people. Don't you agree?" Always



use this approach with kindness and sincerity. An antagonistic tone will only lead to an argument and more slander.

If two employees don't like each other and constantly talk poorly about one another, plan to say something complimentary about each one to the other, get them to agree, and then "reverse gossip" to the other. Making peace between two coworkers is one of the most righteous deeds a human being can perform.

### **Practice makes perfect**

If you slip up and find yourself gossiping, don't despair. It's normal to feel guilty about it, but don't beat yourself up. Instead, acknowl-

edge the mistake, amend it if possible, decide not to do it again, and move on. If you do it again, repeat the process. You'll get the hang of it—and you'll feel better about yourself as a result.

### **Conclusion**

Discuss these five steps to curb gossip with employees and staff. While simply ordering them to stop gossiping is probably not effective, teaching them why it's wrong and how it's in their best interest to control their behavior, will usually provide results. Even a small amount of direction can produce a significant improvement, make for a more positive work environment and boost morale.

Ralph Waldo Emerson, 19<sup>th</sup> century writer and public speaker, said, "Speech is power." Like every other principle of life, speech can be used for good or bad, to help or harm, as a blessing or as a curse. It is up to each of us to use that power to build a cohesive workforce, rather than denigrate and destroy our coworkers' self-esteem. **esm**

*Lori Palatnik and Bob Burg are co-authors of the newly released book Gossip: 10 Pathways To Eliminate It From Your Life and Transform Your Soul (Simcha Press). For more information, call (651) 575-2114 or visit [www.burg.com](http://www.burg.com).*

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## Office gossip

How to prevent this virus from destroying your workplace

By Lori Palatnik and Bob Burg

**B**usinesses today are experiencing an epidemic that is not only shameful, but potentially deadly to a business. This illness can be compared to a computer virus that affects a company's bottom line and uproots its path to success. This great plague is called gossip.

Some employees are surprisingly quick to believe negative comments, accept information found in print and on television and assume the worst regarding other's actions. A large portion of the employee population believes that disseminating slanderous information about someone is harmless behavior. In fact, some coworkers build relationships based solely on their mutual hatred of another person or entity.

Pessimistic words can damage employees' morale and daily work lives. Whether via water-cooler or coffee-machine discussions, e-mail



messages, notes, or dirty looks, the harm caused by venomous gossip works steadily. Over time, the virus affects employee productivity, leads to sick days, resignations and premature job searches, and generally infests an organization like a parasite until bad vibes and a poor reputation as an employer are all that remains.

How can employee services providers break the habit of gossip amongst employees and staff? Gossip reform requires a lesson in self-awareness and self-control as well as a tactful approach in discouraging others from criticizing

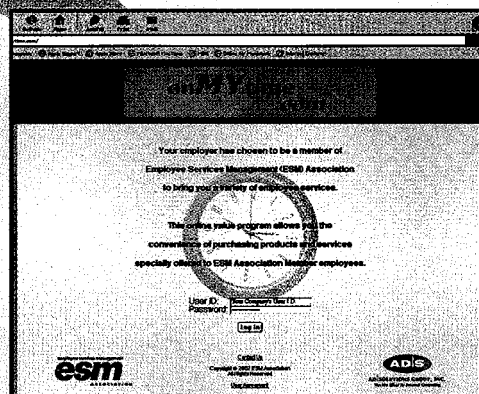
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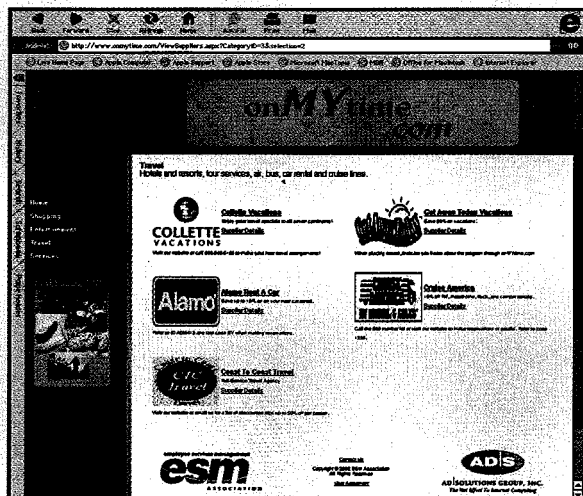
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